



US Army Corps
of Engineers

AIR FORCE PROGRAMS CUSTOMER SATISFACTION SURVEY FY04



August 2005

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USACE Organization Symbols¹

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
NAD	North Atlantic	MVS	St Louis
		NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
NWD	North West	NAU	Europe
		NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
POD	Pacific Ocean	NWW	Walla Walla
		POA	Alaska
		POF	Far East
		POH	Honolulu
SAD	South Atlantic	POJ	Japan
		SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
SPD	South Pacific	SAW	Wilmington
		SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
SWD	South West	SPN	San Francisco
		SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
TAC	TransAtlantic Prog Ctr	SWT	Tulsa
		HQ	HeadQuarters

¹ Organizations participating in FY04 Survey highlighted

EXECUTIVE SUMMARY

The tenth Annual Military Programs Customer Satisfaction Survey has been completed. A total of 626 customers participated in the FY04 survey. Army customers comprise the largest proportion of the FY04 sample at 42 percent followed by Air Force (31%), 'Other DoD' (18%) and IIS (9%). The greatest number of Air Force customers fall under AETC (48 customers) and ACC (41 customers). The commands specified by the 65 customers who selected 'AF-Other' included PACAF, AFSPC, AFSOC and AFRC. Over half (66%) of Air Force customers selected construction services as their primary category of services; 13 percent selected environmental services, nine percent selected real estate, four percent O&M and nine percent selected 'Other'² areas of service.

The majority of responses (71 percent or more) were positive for the eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 86 percent of responding organizations and 'Seeks Your Requirements' and 'Quality Product' rated high by 83 percent each. The indices that elicited the most negative responses were 'Provides Timely Services' at 12 percent low ratings, 'Keeps You Informed' and 'Would be Your Choice for Future Services' at nine percent each. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to the first, 76 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 9 % responded USACE would NOT be their choice for future projects and 15% were non-committal. For customers' overall level of satisfaction 80% responded positively, 7% negatively and 13% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. On the positive side, the proportion of high ratings for these two important items is greater than in the previous FY and that of low ratings is smaller.

The proportion of high ratings for the specific services items ranged from 65 to 88 percent. The top three most highly rated items were 'Environmental Compliance' (88% high ratings), 'Project Documentation' (87%), and 'Construction Maintainability' (87%). This is the second year that 'Environmental Compliance' services have been among the highest rated. The specific services that received the lowest ratings were 'Timely Construction' at 18 percent low ratings, 'Job Order Contracts' at 11 percent and 'Funds Management' at 10 percent low ratings. As last year 'Timely Construction' was the lowest rated service. However, unlike last year, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

Several analyses were conducted to zero in on specific customer subgroups that might be either more or less satisfied than others so that management efforts may directly target

² Customers who selected 'Other' specified a combination of services such as design & construction or named a specific project.

the source of good or poor performance. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army), by Air Force Command and ratings by primary work category (Construction vs. Environmental vs. Other).

The results of the comparison of Air Force vs. Army ratings revealed a very consistent pattern. Air Force customer ratings are approximately the same as Army on all but six satisfaction indicators. And in these six areas Air Force ratings were significantly higher than Army. Air Force customers were statistically significantly more satisfied in 'Reasonable Costs', 'Project Documents', 'Engineering Design', 'Construction Turnover', 'Warranty Support', and 'Construction Maintainability'.

The comparison of satisfaction ratings by Air Force command also revealed a very distinct pattern. As last year, ACC and AETC were consistently the most satisfied across nearly all satisfaction indicators examined. And ratings for customers under Air Force command 'Other' were again consistently the least satisfied. These results continue to show an improvement in ratings among AFMC customers since FY02. In FY02 AFMC and 'Other Cmd' customers were significantly less satisfied than ACC and AETC customers.

Comparisons of ratings by primary work category revealed that Environmental customers were consistently the most satisfied group for every indicator examined. Average ratings by Environmental customers were above 4.5 in all service areas except S&R and S&A and were significantly higher than Construction and 'Other' customers for all indices. (For this analysis O&M and Real Estate customers were grouped with those who selected 'Other' work category)

The trend analysis tracks the past eight-years in customers' ratings³. The analysis juxtaposes the trend in Air Force vs. Army customer ratings over time. Results show that in general, there has been a gradual upward trend over the previous eight years of the survey for both customer groups. That is, for almost every indicator, customer satisfaction has improved since FY97. Ratings show a decline for FY03 but seem to be recovering in FY04.

Army customers' ratings display relatively stable trends, moving upward in a very consistent pattern over the first six years then showing a slight decline in FY03 (with the exception of 'Funds Mgmt'). There is a small downward spike in 'Warranty Support' in FY03. Note that Army customers' ratings are particularly low in this area already. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are more difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Instead, customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three

³ Ratings were calculated by weighting individual responses by organization. Customer organization data was not available for the first two years of the survey (FY95-96).

years then drop significantly and begin to rise again. This pattern has occurred for two cycles over the FY97-99 and FY00-02 periods. It appears to be occurring for a third cycle as ratings fell in FY03 followed by apparent recovery in FY04. If rates increase in FY05, this will complete the third repetition of the three-year cyclic pattern. Therefore the declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied.

There were very few areas of services that display declining ratings during the most recent fiscal years. The only exceptions are 'Timely Construction' and 'PM Forward' for Air Force customers and 'Construction Turnover' for Army. Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service is rated lowest by Army customers at well below a mean of 4.0.

The survey was revised this year to include a blank 'explanation field beside each survey item. In addition, customers were still given the opportunity to provide general comments or suggestions for improvement of Corps' services at the end of the survey. A total of 135 (70%) Air Force customers submitted comments. Of these, 32 (24%) made overall favorable comments; 59 (44%) made negative comments, 38 (28%) customers' comments contained mixed information (positive and negative statements) and 6 (4%) respondents' comments were purely informational in nature, neither positive nor negative. The two most frequently cited positive comments were 'Compliments to individuals/staff' (40 customers) and 'Overall good job' (39 customers). The two most frequent negative comments concerned 'Timely Construction' (20 customers) and 'Keeping You Informed' (19 customers). Other areas of services that received a large number of comments concern 'Timely Service' (18 customers), 'QA/QC services – especially design' (13 customers), and 'Manages Effectively', 'Resolves Your Concerns' and 'Funds Management' at 12 each. The top two most frequently cited comments (positive and negative) were the same as the last two years.

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and was in accordance with Executive Order 12826 which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 (FY95) also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE has decided to continue the customer survey process beyond the requisite three-year period for customers managed by the Military Programs Directorate.

HQUSACE is the coordinating office for the Corps' survey. An e-mail memorandum from CEMP-MP to all Major Subordinate Commands⁴, in October 2004, contained general instructions for administration of the FY04 military customer survey. All districts were again instructed to include IIS customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed, a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving the District and its customers. Districts were instructed to survey installation level customers and Headquarters was to survey their command level equivalents. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. Each military and IIS customer was sent an e-mail memo containing a URL link to the survey and was given instructions on completing the survey.

The standardized military customer survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services received). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). The survey instrument was modified this year to replace the 'Importance' items⁵ with a blank 'explanation' field for each item. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship

⁴ TransAtlantic Center also participates in the Military Programs Survey and is included in this analysis.

⁵ For each service rated, customers had been asked to rate the level of importance of the particular service.

dynamics. Items 12-34 assess specific services such as engineering design, environmental services, and construction services. The final portion of the survey solicits general customer comments. A copy of the survey instrument is found in Appendix A or may be viewed by cutting and pasting the following link into your web browser:

<https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

§2. RESULTS OF FY04 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 626 Military Program customers participated in the FY04 survey. The corps-wide response rate was 57.4% for an estimated sampling error of +/- 3%. Response rates varied greatly among districts, ranging from a low of 22% for Los Angeles and Albuquerque Districts to as high as 100% for Norfolk and Alaska Districts. The districts having the larger populations of Military Program customers saw response rates in the 40-50% range. All data summary tables in this report show only the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can leave certain fields blank or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by their organization: Army, Air Force, 'Other DoD' agencies and IIS⁶ customers. The 'Other DoD' category includes the following customers: US Navy, US Marine Corps, DLA, Joint Commands, USMILGP's, etc. IIS customers include organizations such as EPA, USGS, FBI, DOE, BOP, State agencies, etc.

Army customers comprise the largest proportion of the FY04 sample at 42 percent followed by Air Force (31%), 'Other DoD' (18%) and IIS (9%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (48 customers) and ACC (41 customers). The commands specified by the 65 customers who selected 'AF-Other' included PACAF, AFSPC, AFSOC and AFRC. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast and Northeast (40 customers each), followed by IMA Southwest (30) and IMA Pacific (21). The vast majority of FY04 Army customers fell into the 'Army-Other' category. The commands specified by the 83 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. There were a total of 21 Marine Corps customers and 17 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA, DISA, NDU and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM and MEPCOM. A complete listing of specific customer organizations is provided in Appendix B, Table B-1.

⁶ International & Interagency Support (IIS). Formerly known as Support for Others defined as Non-DoD & 100% reimbursable services

Table 1: Customer Groups

<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	194	31.0
Army	261	41.7
Other DoD	112	17.9
IIS	59	9.4
Total	626	100.0

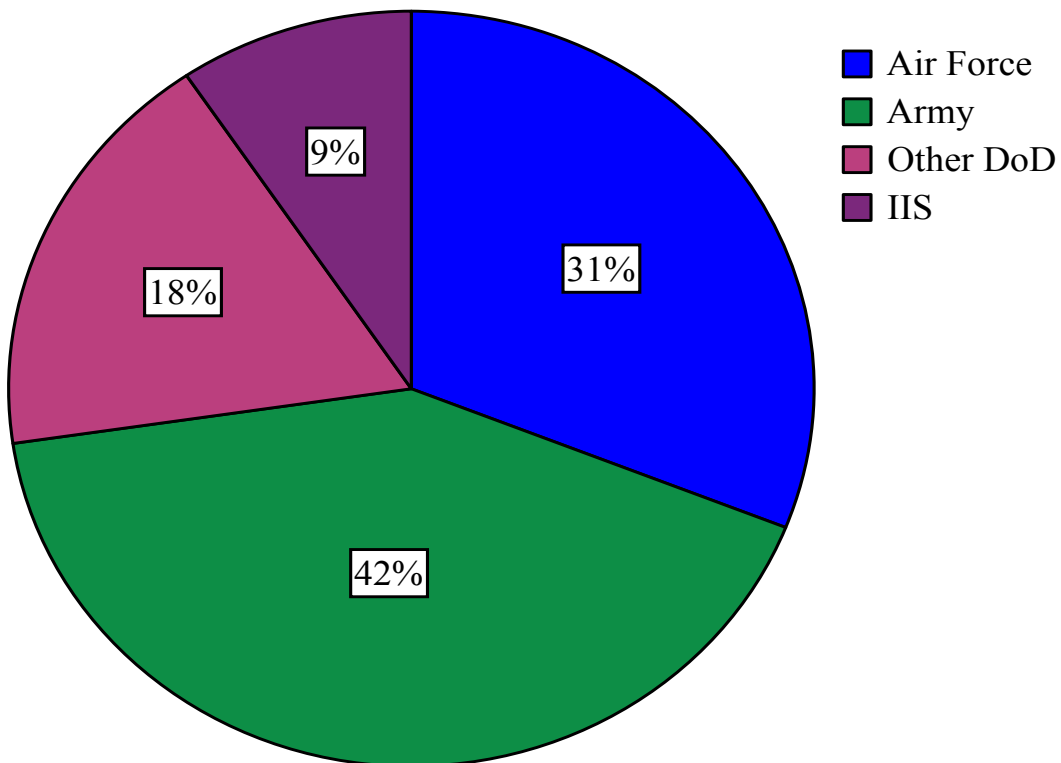


Figure 1: Customer Groups FY04

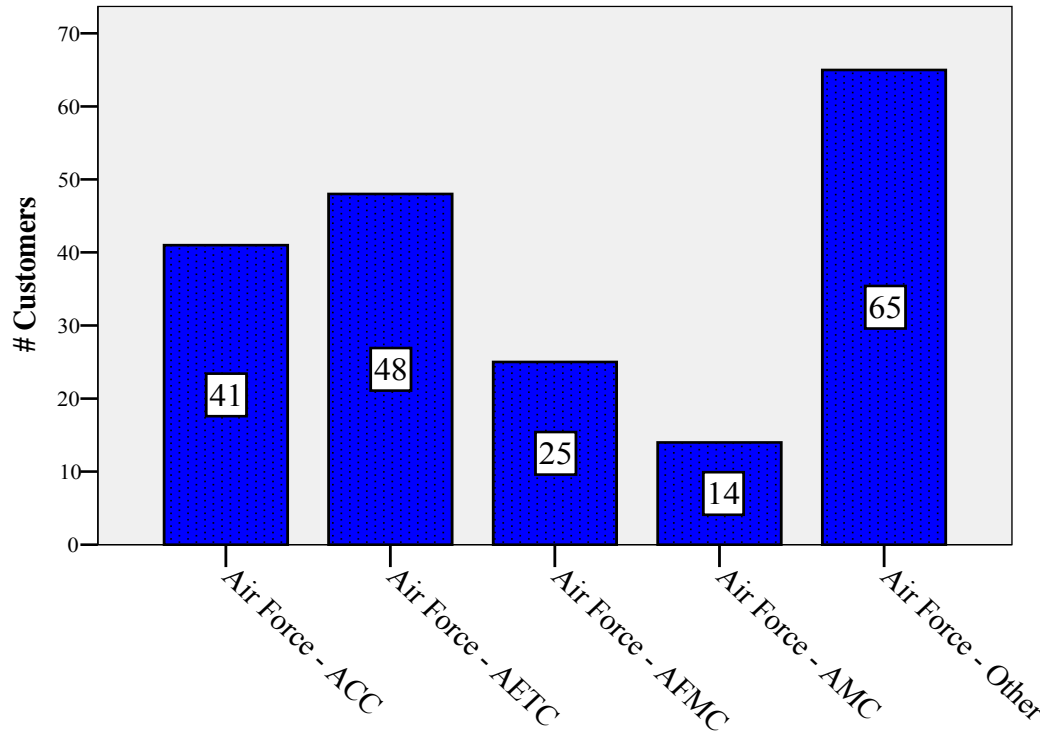


Figure 2: Air Force Commands

Table 2: Air Force Commands

Air Force Command	#	%
Air Force - ACC	41	21.1
Air Force - AETC	48	24.7
Air Force - AFMC	25	12.9
Air Force - AMC	14	7.2
Air Force - Other	65	33.5
DoD Other	1	0.5
Total	194	100.0

<u>Air Force 'Other' Cmd</u>	<u>#</u>	<u>%</u>		<u>Air Force 'Other' Cmd</u>	<u>#</u>	<u>%</u>
AFCEE	1	1.5		HFO	1	1.5
AFRC	9	13.8		PACAF	30	46.2
AFSOC	4	6.2		SCID	1	1.5
AFSPC	13	20.0		USAFE	3	4.6
ANG	2	3.1		Total	65	100.0
ANG AK	1	1.5				

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (66%) of Air Force customers rated Construction services; 13 percent rated Environmental services, nine percent rated Real Estate, four percent O&M and nine percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'Design and construction', 'Project management', 'Design', or a specialized service. The complete list of 'Other' work categories is found in Appendix B Table B-2.

Table 3: Primary Work Category

<u>Primary Work Category</u>	<u>#</u>	<u>%</u>
Construction	127	65.5
Environmental	25	12.9
O&M	7	3.6
Real Estate	18	9.3
Other	17	8.8
Total	194	100.0

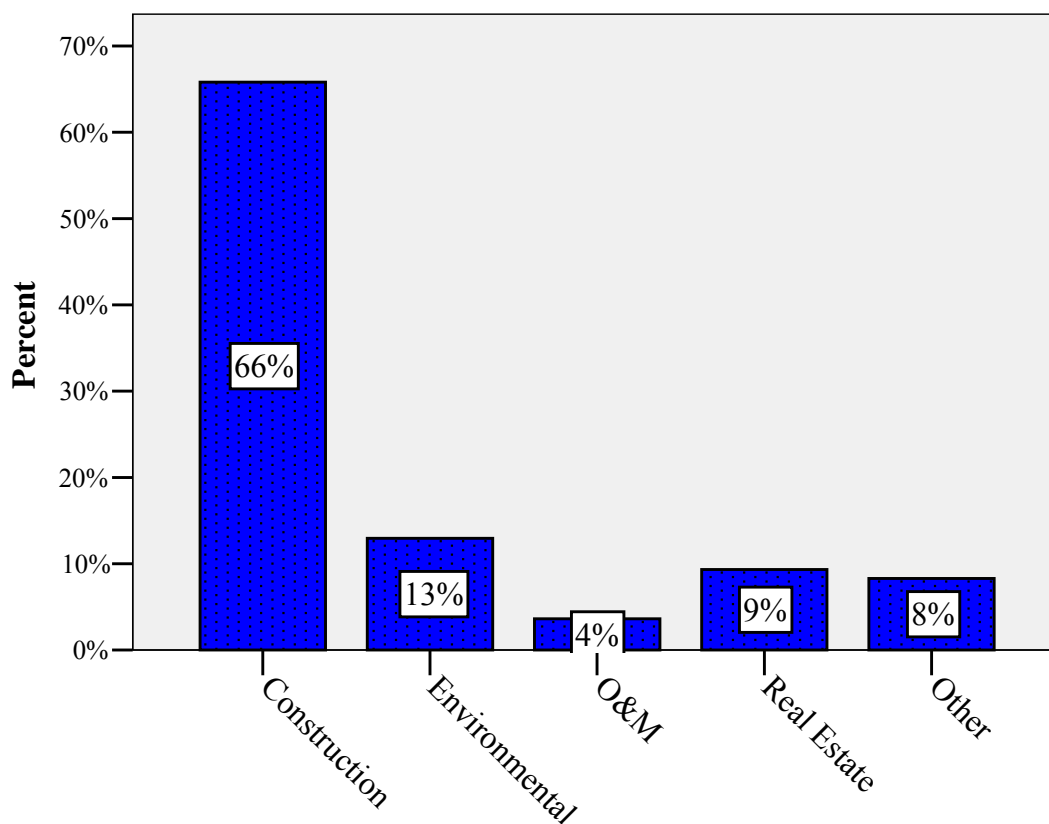


Figure 3: Primary Work Category

The survey included 21 of the 22 Districts who serve military customers⁷ and TransAtlantic Center. In addition a very small number of customers from non-Military Districts were included in the FY04 survey. These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by Northwest and Southwest Divisions (21% each). Mobile and Omaha Districts had the greatest number of valid responses (28 and 26 customers respectively).

Table 4: Corps Divisions

<u>Division</u>	<u>#</u>	<u>%</u>
LRD	8	4.3
NAD	18	9.6
NWD	39	20.7
POD	35	18.6
SAD	34	18.1
SPD	15	8.0
SWD	39	20.7
Total	188	100.0

Table 5: Corps Districts

<u>District</u>	<u>#</u>	<u>%</u>	<u>District</u>	<u>#</u>	<u>%</u>
LRL	8	4.1	POJ	7	3.6
NAB	1	0.5	SAM	28	14.4
NAN	8	4.1	SAS	6	3.1
NAO	3	1.5	SPA	6	3.1
NAE	3	1.5	SPL	4	2.1
NAU	3	1.5	SPK	5	2.6
NWK	2	1.0	SWF	16	8.2
NWO	26	13.4	SWL	2	1.0
NWS	11	5.7	SWT	21	10.8
POA	25	12.9	TAC	6	3.1
POF	2	1.0	Total	194	100.0
POH	1	0.5			

⁷ NAP also serves a small number of military customers but had zero responses to its survey this year.

§2.2 GENERAL SATISFACTION ITEMS

The statistical analysis of customer satisfaction ratings was conducted differently from previous years in that all responses are weighted by customer organization for each district. For example, there are 3 customer responses from Langley AFB for Norfolk District. Each response is given an equal weight of 0.333. *I.e.* the assigned weight is equal to the inverse of the number of responses from an organization. In previous years each customer responses was given equal weight. The weighting scheme essentially treats the organization as the customer instead of individuals. Throughout the report, items totals will be 110 or less even though the total number of respondents was 194.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts Corps-wide organizational responses to the eleven general satisfaction indicators. The first column beneath each rating category represents the number of valid responses i.e., the number of responses to each the question excluding 'N/A' and non-responses; the second column (%) shows the percentage of valid responses.

The majority of responses (71 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 86 percent of responding organizations and 'Seeks Your Requirements' and 'Quality Product' rated high by 83 percent each. The indices that elicited the most negative responses were 'Provides Timely Services' at 12 percent low ratings, 'Keeps You Informed' and 'Would be Your Choice for Future Services' at nine percent each.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 76 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 9 % responded USACE would NOT be their choice for future projects and 15% were non-committal. For customers' overall level of satisfaction 80% responded positively, 7% negatively and 13% fell in the mid-range category. It is worthwhile to note that the noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. Furthermore, the proportion of high ratings for these two important items is greater than in the previous FY and that of low ratings is smaller.

Table 6: General Satisfaction Items

	Low		Mid-range		High		Total	
General Items	#	%	#	%	#	%	#	%
S1. Seeks Your Requirements	6	5.6	12	11.2	89	83.2	107	100.0
S2. Manages Effectively	9	8.2	16	14.5	85	77.3	110	100.0
S3. Treats You as a Team Member	9	8.3	6	5.5	94	86.2	109	100.0
S4. Resolves Your Concerns	8	7.3	15	13.6	87	79.1	110	100.0
S5. Timely Service	13	11.8	15	13.6	82	74.5	110	100.0
S6. Quality Product	4	3.8	14	13.2	88	83.0	106	100.0
S7. Reasonable Costs	7	6.8	23	22.3	73	70.9	103	100.0
S8. Displays Flexibility	6	5.5	13	11.9	90	82.6	109	100.0
S9. Keeps You Informed	10	9.1	13	11.8	87	79.1	110	100.0
S10. Your Future Choice	9	8.5	16	15.1	81	76.4	106	100.0
S11. Overall Satisfaction	8	7.4	14	13.0	86	79.6	108	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a median score of '4'. All ratings were weighted by customer organization.

Again, for discussion purposes, we will collapse ratings into 'Low', 'Mid-range' and 'High' categories. The percentages represent the proportions of valid responses, i.e., the percentage of responses of all participants who answered the question. The detailed responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C. A large number of customers left one or more items blank in this section. The average percentage of non-response was 55 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 21 percent on Item 18: 'Project Management Services' to a high of 96 percent on Item 16: 'BRAC' and 'IS Checkbook Services'. Extremely low response rates were also found for 'Privatization Support'.

The proportion of high ratings for the specific services items ranged from 65 to 88 percent. The top three most highly rated items were 'Environmental Compliance' (88% high ratings), 'Project Documentation' (87%), and 'Construction Maintainability' (87%). This is the second year that 'Environmental Compliance' services have been among the highest rated.

The specific services that received the lowest ratings were 'Timely Construction' at 18 percent low ratings, 'Job Order Contracts' at 11 percent and 'Funds Management' at 10 percent low ratings. As last year 'Timely Construction' was the lowest rated service. However, unlike last year, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

Table 7: Specific Services Items⁸

Specific Services	#	%	#	%	#	%	#	%
S12. Planning	2	4.9	7	17.1	32	78.0	41	100.0
S13. Studies & Investigations	3	9.1	6	18.2	24	72.7	33	100.0
S14. Environmental Studies	2	7.4	3	11.1	22	81.5	27	100.0
S15. Environmental Compliance	2	8.0	1	4.0	22	88.0	25	100.0
S16. BRAC	0	0.0	1	33.3	2	66.7	3	100.0
S17. Real Estate	2	6.7	4	13.3	24	80.0	30	100.0
S18. Project Management	7	8.0	10	11.4	71	80.7	88	100.0
S19. Project Documentation	1	2.1	5	10.6	41	87.2	47	100.0
S20. Funds Management	7	10.0	11	15.7	52	74.3	70	100.0
S21. A/E Contracts	5	6.6	10	13.2	61	80.3	76	100.0
S22. Engineering Design	5	6.0	14	16.9	64	77.1	83	100.0
S23. Job Order Contracts	3	11.1	2	7.4	22	81.5	27	100.0
S24. Construction Quality	3	3.5	12	14.0	71	82.6	86	100.0
S25. Timely Construction	15	17.6	15	17.6	55	64.7	85	100.0
S26. Construction Turnover	2	2.5	13	16.0	66	81.5	81	100.0
S27. Warranty Support	4	6.1	14	21.2	48	72.7	66	100.0
S28. End-user Satisfaction	2	2.5	9	11.3	69	86.3	80	100.0
S29. Maintainability	0	0.0	9	12.9	61	87.1	70	100.0
S30. Privatization Support	0	0.0	1	25.0	3	75.0	4	100.0
S31. IS Checkbook	0	0.0	0	0.0	2	100.0	2	100.0
S32. PM Forward	2	9.5	2	9.5	17	81.0	21	100.0
S33. Value of S & R	5	7.8	9	14.1	50	78.1	64	100.0
S34. Value of S & A	6	9.4	11	17.2	47	73.4	64	100.0

Green: Highest Rated

Red: Lowest Rated

⁸ Items S16, S30 & S31 not included in item comparison due to low response rate.

§2.4 CUSTOMER COMMENTS

The survey was revised this year to include a blank ‘explanation field’ beside each survey item. In addition, customers were still given the opportunity to provide general comments or suggestions for improvement of Corps’ services at the end of the survey. A total of 135 (70%) Air Force customers submitted comments. Of these, 32 (24%) made overall favorable comments, 59 (44%) made negative comments, 38 (28%) customers’ comments contained mixed information (positive and negative statements), and 6 (4%) respondents’ comments were purely informational in nature, neither positive nor negative. The two most frequently cited positive comments were ‘Compliments to individuals/staff’ (40 customers) and ‘Overall good job’ (39 customers). The two most frequent negative comments concerned ‘Timely Construction’ (20 customers) and ‘Keeping You Informed’ (19 customers). Other areas of services that received a large number of comments concern ‘Timely Service’ (18 customers), ‘QA/QC services – especially design’ (13 customers), and ‘Manages Effectively’, ‘Resolves Your Concerns’ and ‘Funds Management’ at 12 each. The top two most frequently cited comments (positive and negative) were the same as the last two years. A summary of all comments is shown below. Note that the total number of comments exceeds 135 as most customers mentioned several issues. The reader will notice a much greater variety and number of specific negative comments. This is because survey participants were asked to provide explanations of any ratings they gave below ‘3’.

Table 8: Summary of Customer Comments

Negative Comments by Service Area	#
S1 Seeks Your Requirements	9
S2 Manages Effectively	12
S3 Treats You as a Team Member	8
S4 Resolves Your Concerns	12
S5 Timely Service	18
S6 Quality Product	8
S7 Reasonable Costs	11
S8 Displays Flexibility	6
S9 Keeps You Informed	19
S10 Your Future Choice	7
S11 Overall Satisfaction	5
S12. Planning	2
S13. Studies	5
S14. Environmental Studies	2
S15. Environmental Compliance	1
S16. BRAC	0

<u>Negative Comments by Service Area</u>	<u>#</u>
S17. Real Estate	10
S18. Project Management	8
S19. Project Documentation	4
S20. Funds Management	12
S21. A/E Contracts	6
S22. Engineering Design	10
S23. Job Order Contracts	3
S24. Construction Quality	8
S25. Timely Construction	20
S26. Construction Turnover	4
S27. Warranty Support	6
S28. End-user Satisfaction	1
S29. Maintainability	1
S30. Privatization Support	0
S31. IS Checkbook	0
S32. PM Forward	1
S33. Value of S & R	2
S34. Value of S & A	2
TOTAL	223

<u>Specific/Additional Negative Comments</u>	<u>#</u>
QAQC (Especially Design)	13
Cost/Time Growth	11
Project Mods (Exec/Admin)	10
AE Liability/Accountability, AE oversight)	9
Cost estimating (initial & mods)	7
Staffing (Adequacy)	6
Cost Accountability (esp RE)	6
Quality of RFPs / SOWs	6
Staff Changes/Continuity	5
Will use alternative in future (NAVFAC, AFCEE, AFCESA, Local AE)	4
Project Closeout/ Punchlist Resolution	4
One Door to Corps (Quality varies by district)	4
Coordination between COE & AE/Base/NAVFAC	4
Design Deficiencies	4
Roof Leaks	4
Projects required too much customer involvement	4
Understanding base overall mission/req'ts	3
Inadequate AE capacity	3

<u>Specific/Additional Negative Comments</u>	<u>#</u>
Contracting Support	2
Execution of Small Jobs (<1M)	2
Not Innovative/Proactive	2
OH too high	2
Problem Resolution	2
1354's slow	2
No value added in COE Mgmt/Adm of projects	2
Master Planning	2
In-house technical expertise gone	2
HQ COE/DOD Policy Effects on Product Delivery (esp. CT req'ts)	1
Design review	1
SDBA/8A/Hubzone Contracts	1
Year-End Support	1
Not treated as important customer	1
Architecture/Landscaping	1
No contact w PM	1
Market COE capabilities	1
Provide more detailed design drawings	1
Fire Alarm Systems	1
Resident/Area Office Support	1
Decline in Services	1
Not Compliant w AF Dirtkicker criteria	1
Expertise in security systems	1
Will use alternative for design work	1
Focus maintainability on end-user	1
Problems since PM Forward removed	1
Electrical work	1
1391 is info, not design criteria	1
Give Resident Off design review & other authority	1
Use of Dr Checks	1
TOTAL	146

<u>Positive Comments by Service Area</u>	<u>#</u>
S1 Seeks Your Requirements	9
S2 Manages Effectively	6
S3 Treats You as a Team Member	9
S4 Resolves Your Concerns	4
S5 Timely Service	13
S6 Quality Product	8

<u>Positive Comments by Service Area</u>	<u>#</u>
S7 Reasonable Costs	6
S8 Displays Flexibility	12
S9 Keeps You Informed	9
S10 Your Future Choice	13
S11 Overall Satisfaction	39
S12. Planning	3
S13. Studies	2
S14. Environmental Studies	1
S15. Environmental Compliance	1
S16. BRAC	0
S17. Real Estate	6
S18. Project Management	14
S19. Project Documentation	2
S20. Funds Management	4
S21. A/E Contracts	5
S22. Engineering Design	10
S23. Job Order Contracts	2
S24. Construction Quality	9
S25. Timely Construction	4
S26. Construction Turnover	5
S27. Warranty Support	5
S28. End-user Satisfaction	5
S29. Maintainability	1
S30. Privatization Support	0
S31. IS Checkbook	0
S32. PM Forward	1
S33. Value of S & R	0
S34. Value of S & A	0
TOTAL	208

<u>Specific/Additional Positive Comments</u>	<u>#</u>
COE Staff/Individuals	40
Resident/Area Office Support	21
Improvement in Services	12
Professionalism / Technical Expertise	11
Responsiveness	4
Customer Focus	3
Construction Services	2
Contracting Support	2

<u>Specific/Additional Positive Comments</u>	<u>#</u>
Can Do' attitude	2
MATOC	2
Problem Resolution	1
QAQC / Oversight Construction	1
Good response to quick turn-around project	1
Charrettes	1
Master Planning	1
TERC contract	1
Archaeology services	1
Within budget	1
TOTAL	107

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be either more or less satisfied than others so that management efforts may directly target the source of good or poor performance. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army), by Air Force Command and ratings by primary work category (Construction vs. Environmental vs. Other).

§3.1 Air Force vs. Army Customer Satisfaction

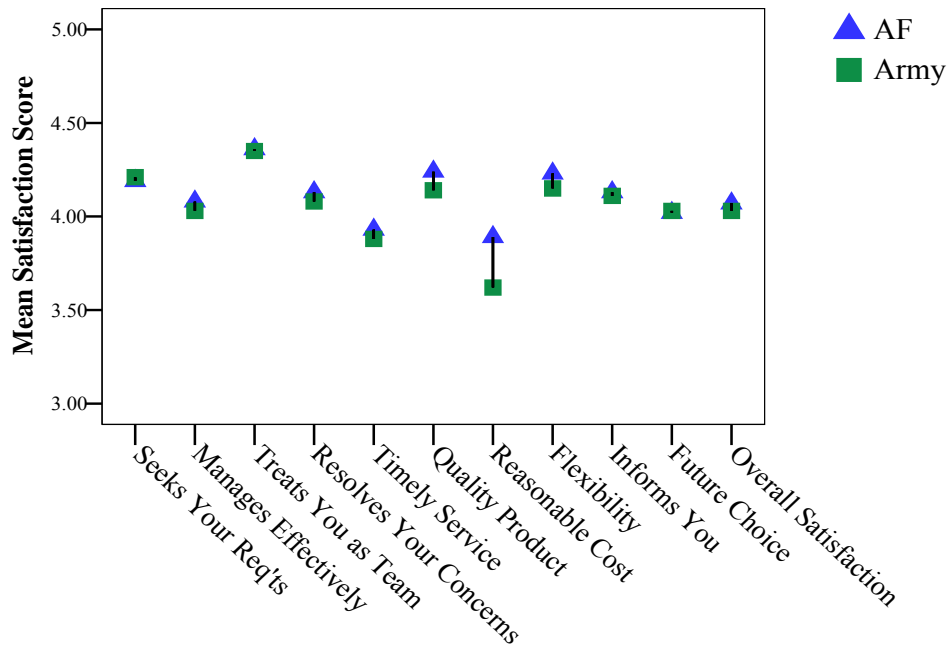
The objective of the first analysis is to compare customer satisfaction ratings between Air Force and Army customers for the current year. Statistical and graphic comparisons were performed to detect any differences for all satisfaction indicators and to determine whether any of these differences are statistically significant. The comparisons revealed Air Force customer ratings are approximately the same as Army on all but six satisfaction indicators. In all six areas Air Force ratings were higher than Army. Air Force customers were statistically significantly more satisfied in 'Reasonable Costs', 'Project Documents', 'Engineering Design', 'Construction Turnover', 'Warranty Support', and 'Construction Maintainability'. The following gap analyses compare the ratings for the two customer groups for each item. The graphs clearly display the similarity in customer ratings. Actual mean Air Force and Army scores and number of valid responses are shown in Appendix C, Table C-3.

Table 9: Significant Differences in Ratings Air Force vs. Army

Item	Statistically Significant Differences ⁹
S7 Reasonable Costs	Air Force > Army
S19 Project Doc's	Air Force > Army
S22 Engineering Design	Air Force > Army
S26 Construction Turnover	Air Force > Army
S27 Warranty Support	Air Force > Army
S29 Maintainability	Air Force > Army

⁹ Results were statistically significant at $\alpha = .05$.

Air Force vs Army Ratings FY04



Air Force vs Army Ratings FY04

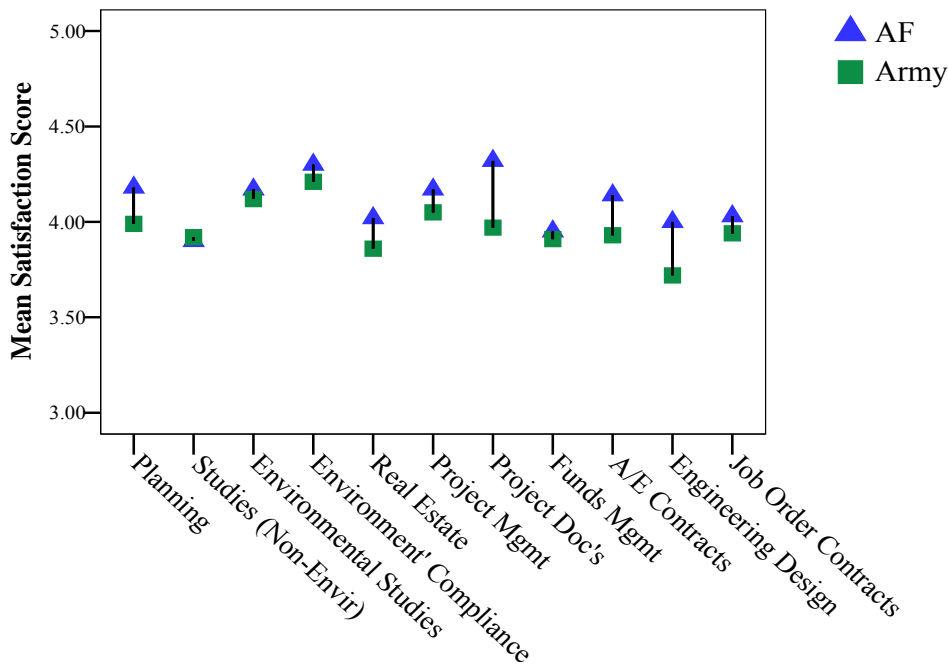
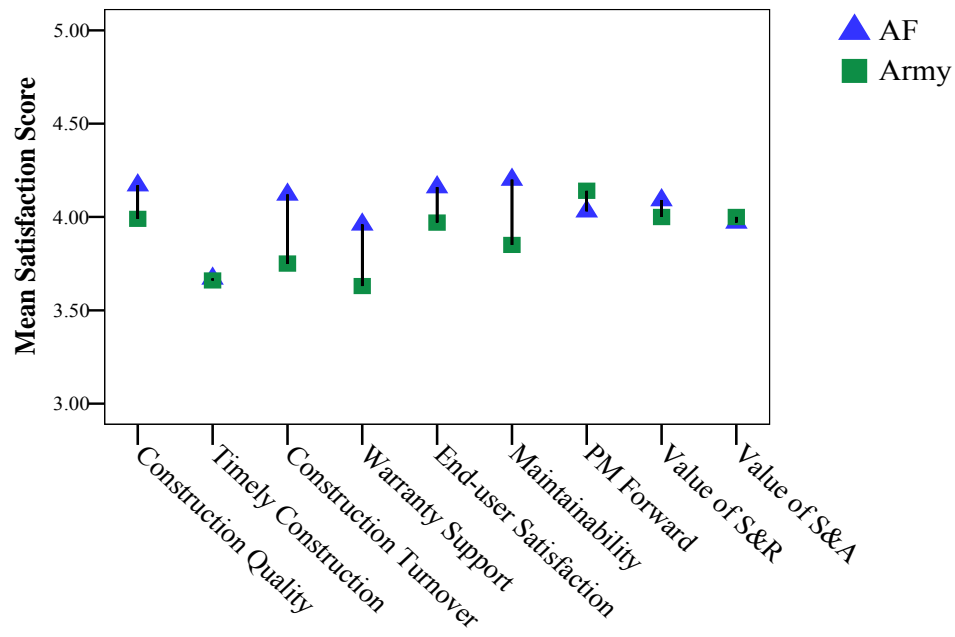


Figure 4: Air Force vs. Army Ratings

Air Force vs Army Ratings FY04



3.2 Ratings by Air Force Command

Customers were asked to identify the Air Force Command under which they work. Recall the largest proportion (34%) of customers selected 'Air Force – Other' as their command. The commands specified by the 65 customers who selected 'Air Force - Other' included AFRC, AFSPC, AFSOC, PACAF and others (See table 2 page 8). The next two largest groups were AETC (25%) and ACC (21%). The following analysis examines whether there is a difference in customer service depending on the particular command organization to which the services are delivered.

Statistical and graphic comparisons were performed to detect any significant differences among the commands. As last year, a very clear pattern emerged. Ratings for customers under Air Force command 'Other' were again consistently the least satisfied. ACC and AETC were consistently the most satisfied across nearly all satisfaction indicators examined. Two items were excluded from comparisons due to small subgroup sizes ('Environmental Compliance' & 'Job Order Contracts'). These results continue to show an improvement in ratings among AFMC customers since FY02. In FY02 AFMC and 'Other Cmd' customers were significantly less satisfied than ACC and AETC customers. Table 10 summarizes these results. Table B-4 in Appendix B displays mean scores and sample sizes by command. Graphic comparisons of mean ratings by Air Force command are presented below.

Table 10: Significant Differences in Ratings by AF Command

<u>Item</u>	<u>Statistically Significant Differences¹⁰</u>
S1 Seeks Your Requirements	ACC, AETC, AFMC, AMC > Other
S4 Resolves Your Concerns	ACC, AETC, AFMC > Other
S5 Timely Service	ACC, AETC > Other
S8 Flexibility	ACC, AETC > Other
S9 Keeps You Informed	ACC, AETC, AMC > Other

¹⁰ Results were statistically significant at $\alpha = .05$.

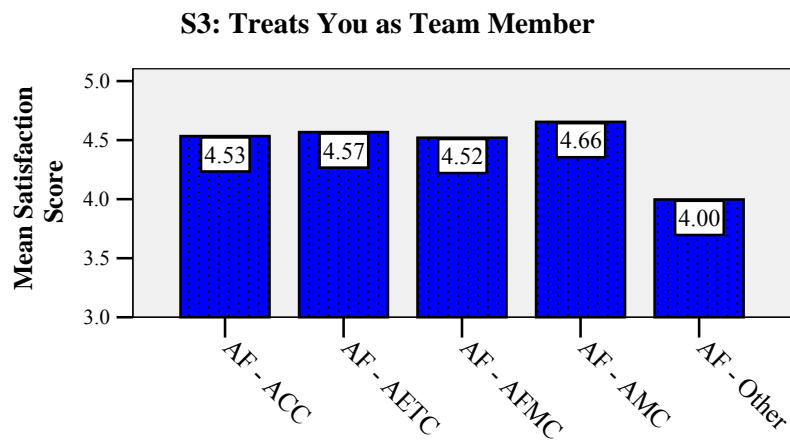
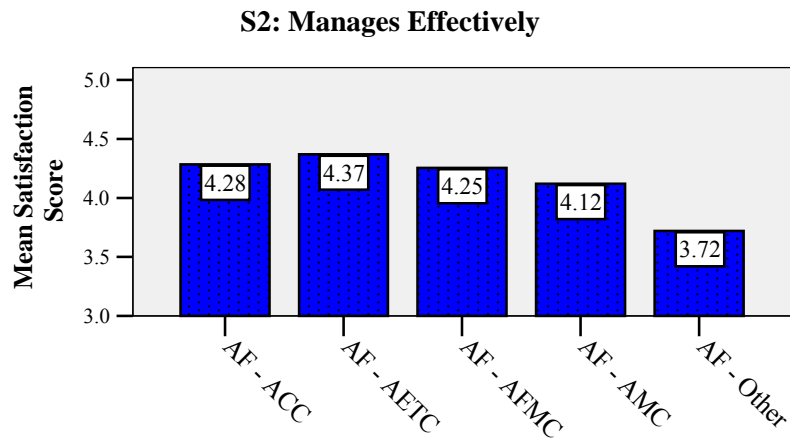
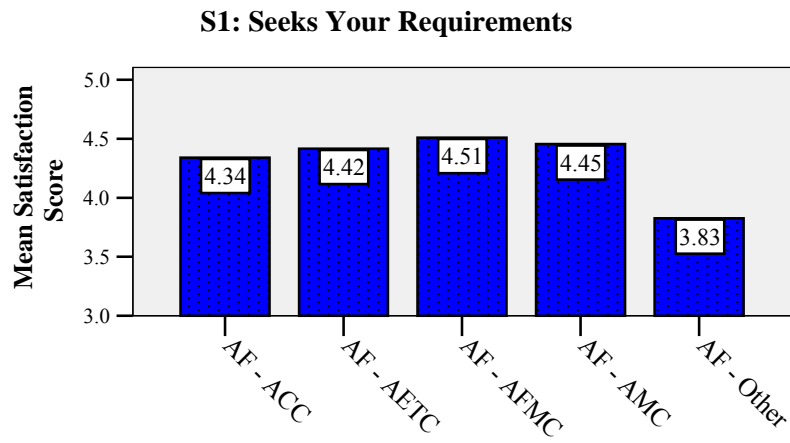
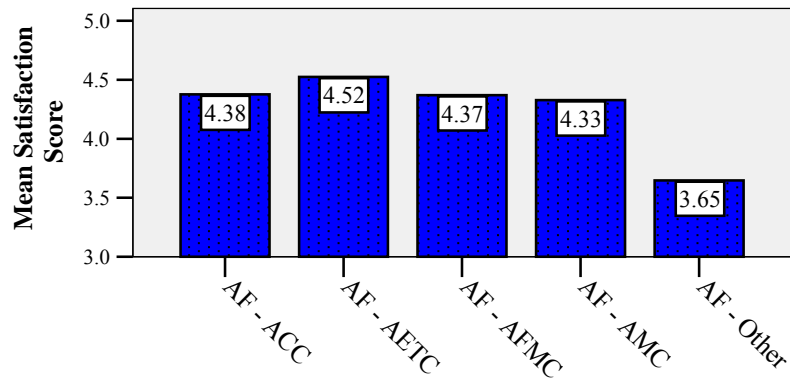
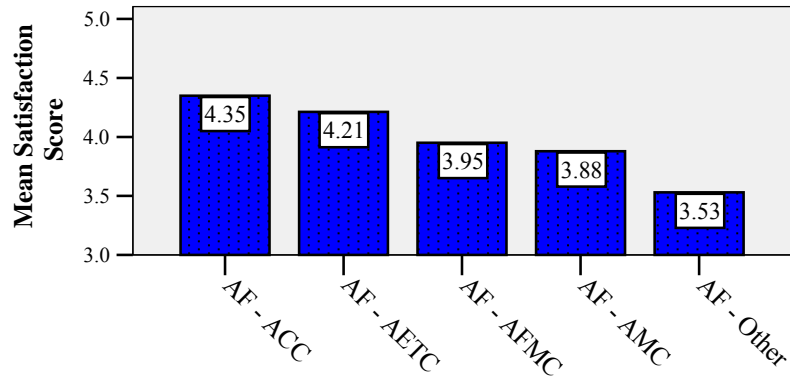


Figure 5: Ratings by AF Command

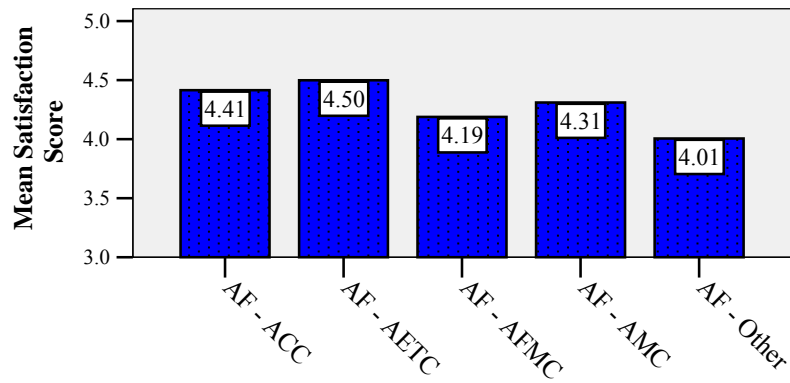
S4: Resolves Your Concerns



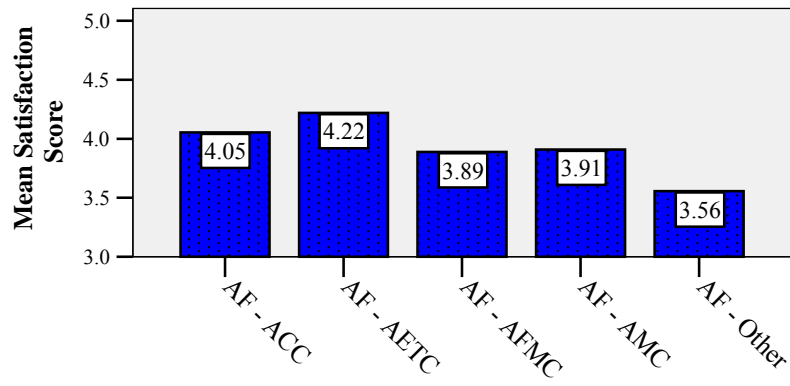
S5: Provides Timely Services



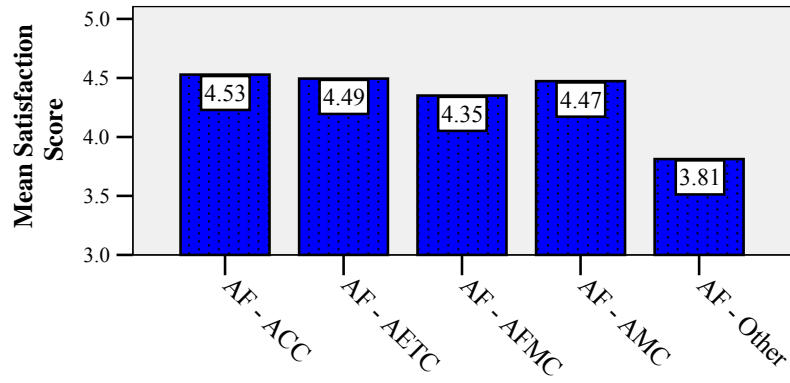
S6: Delivers Quality Products



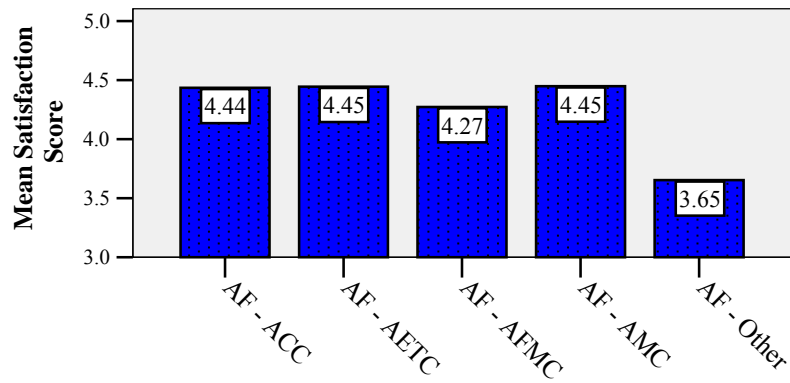
S7: Products at Reasonable Cost



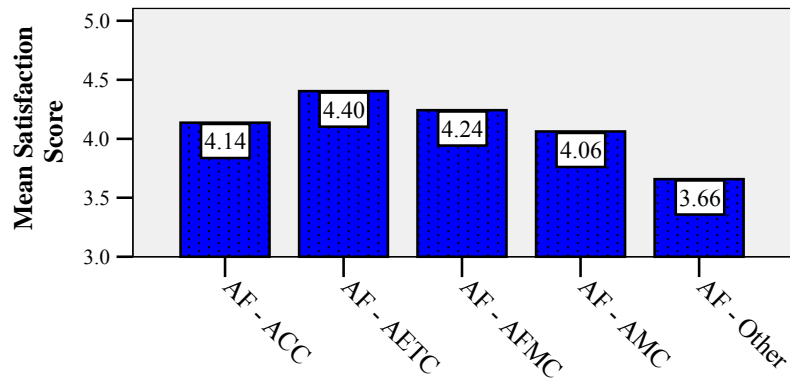
S8: Flexible to Your Needs



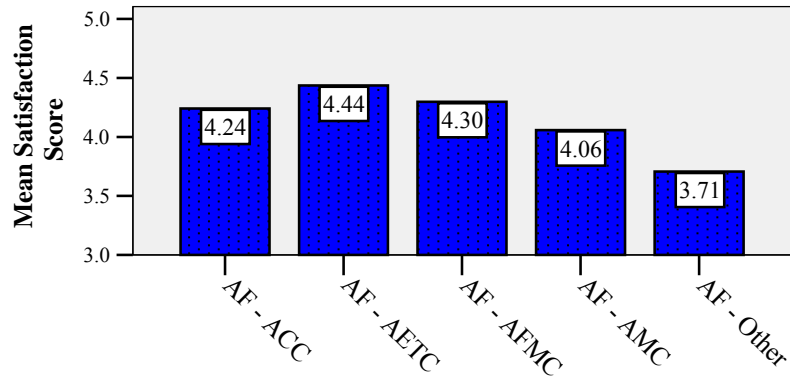
S9: Keeps You Informed



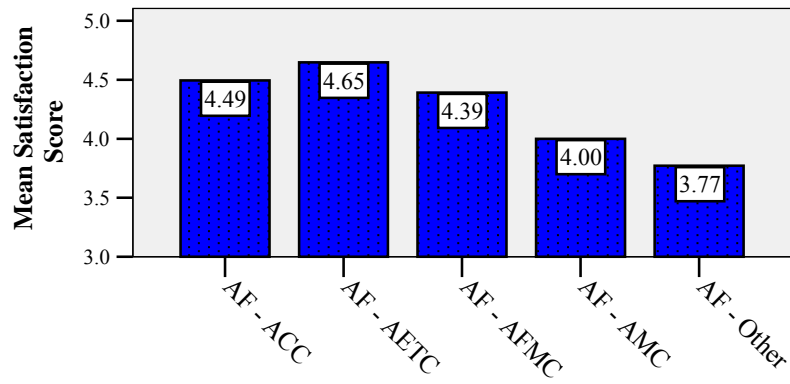
S10: Your Choice in the Future



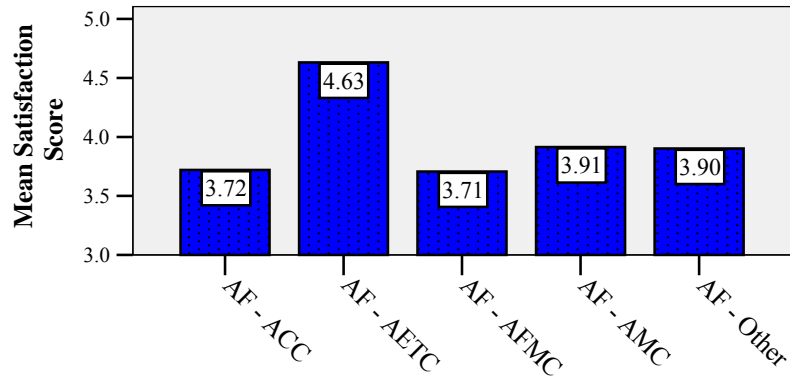
S11: Overall Satisfaction



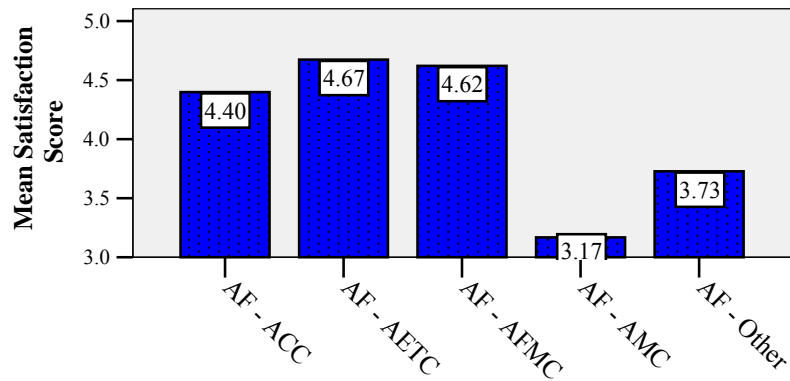
S12: Planning Services



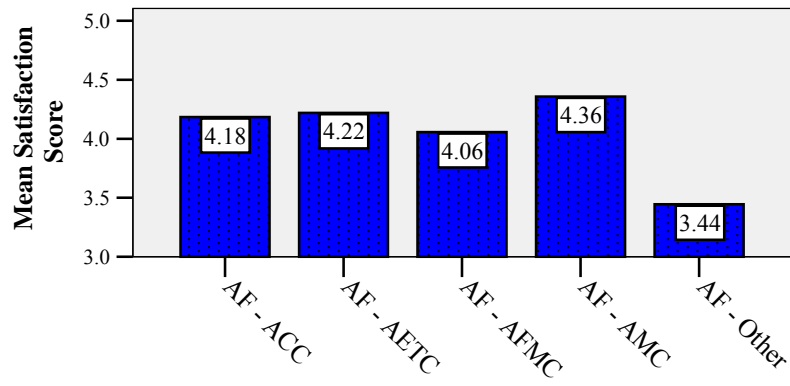
S13: Studies & Investigations (Non-Environ)



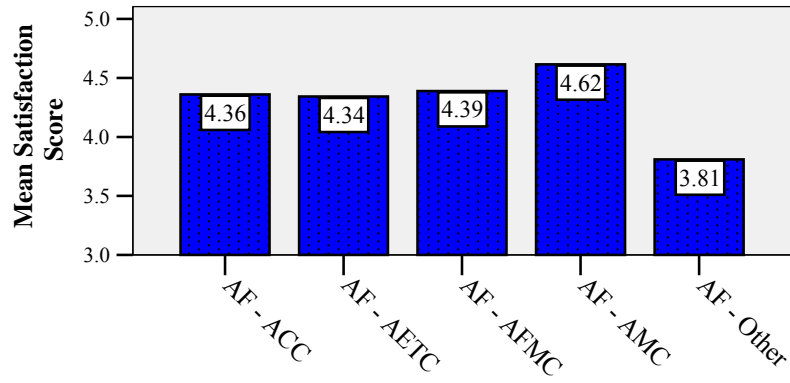
S14: Environmental Studies



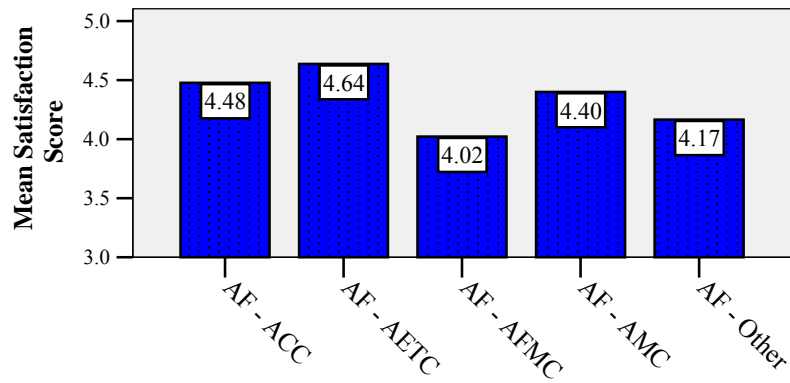
S17: Real Estate Services



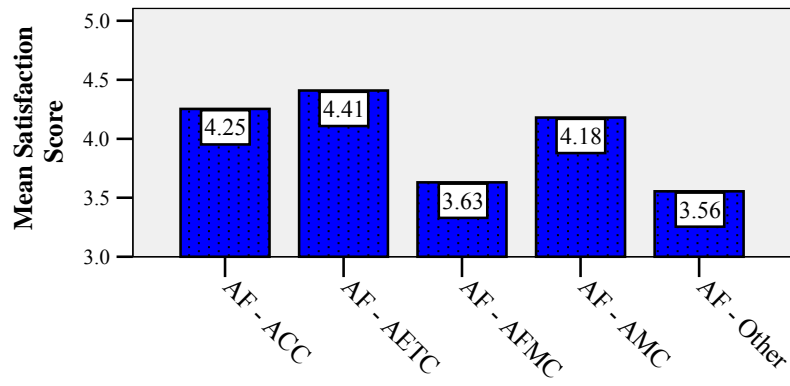
S18: Project Management



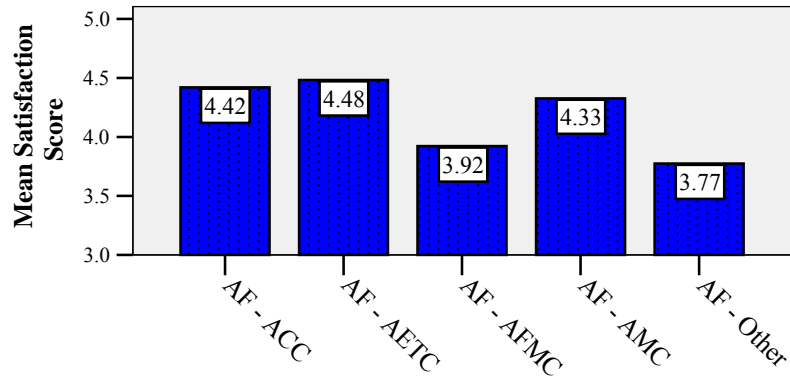
S19: Project Documents



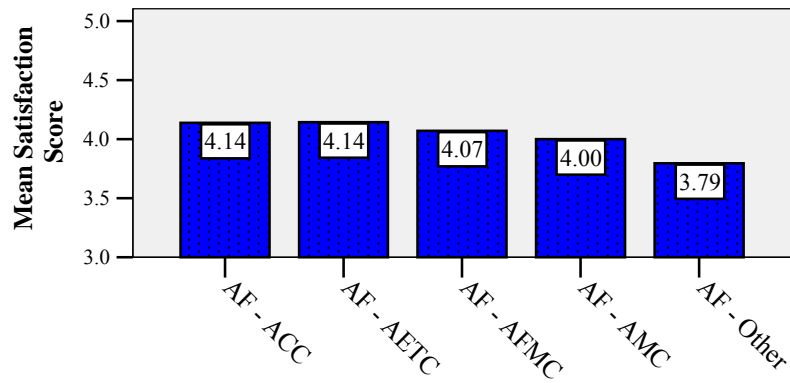
S20: Funds Management



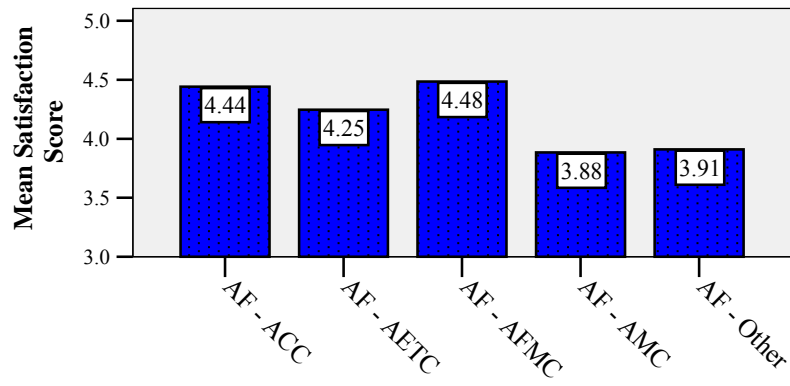
S21: A/E Contracts



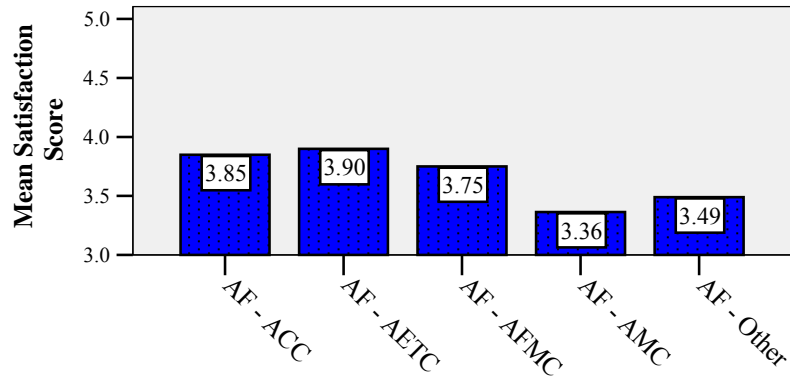
S22: Engineering Design Quality



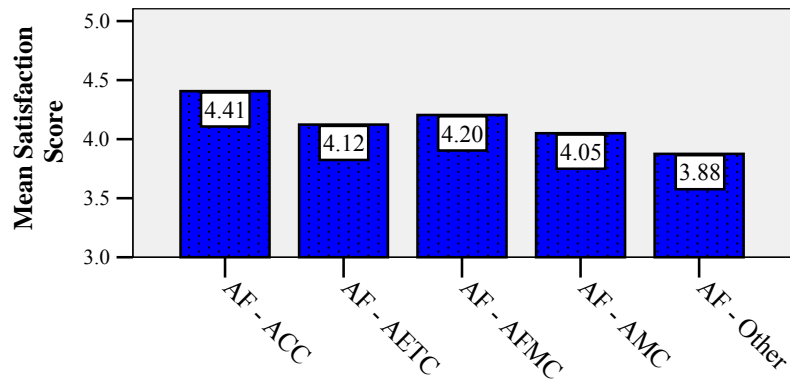
S24: Construction Quality



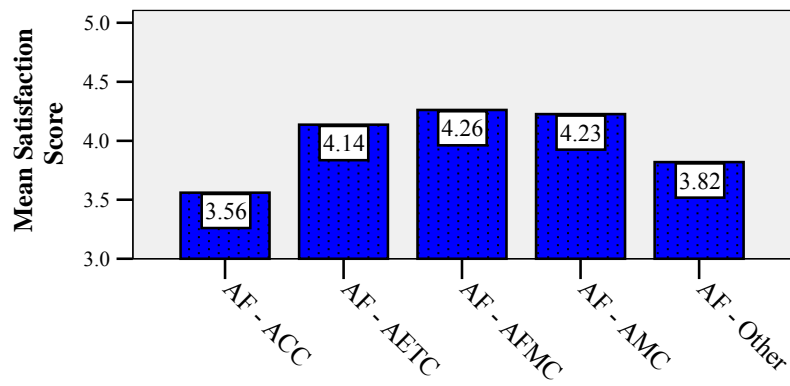
S25: Timely Construction



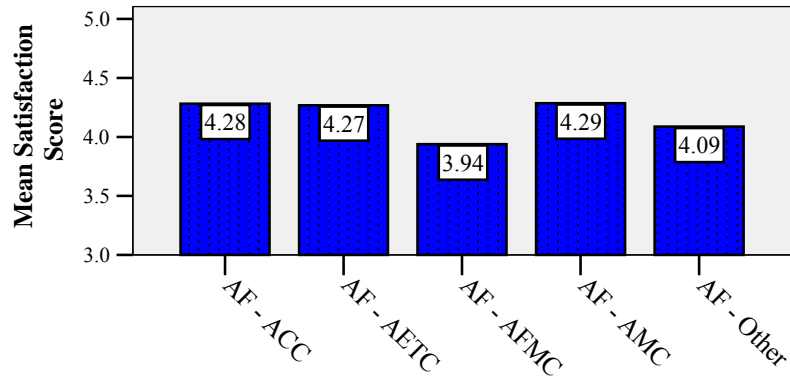
S26: Construction Turnover



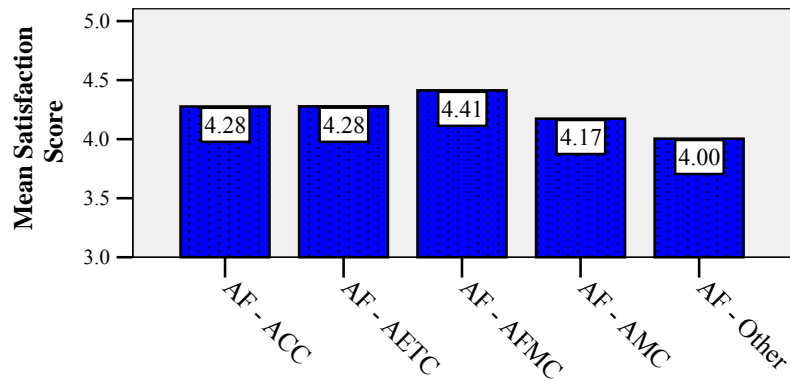
S27: Contract Warranty Support



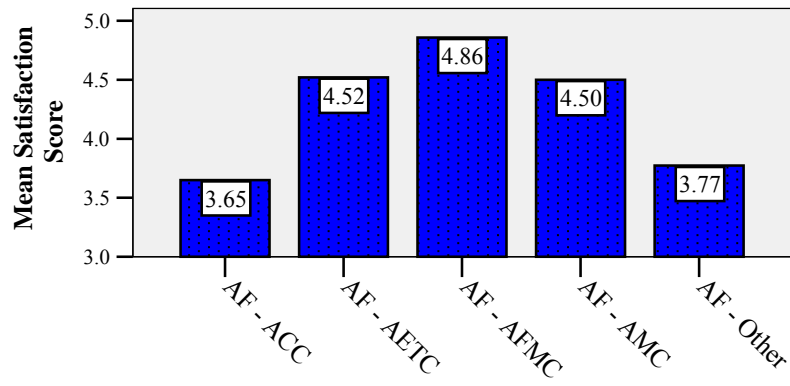
S28: End-User Satisfaction



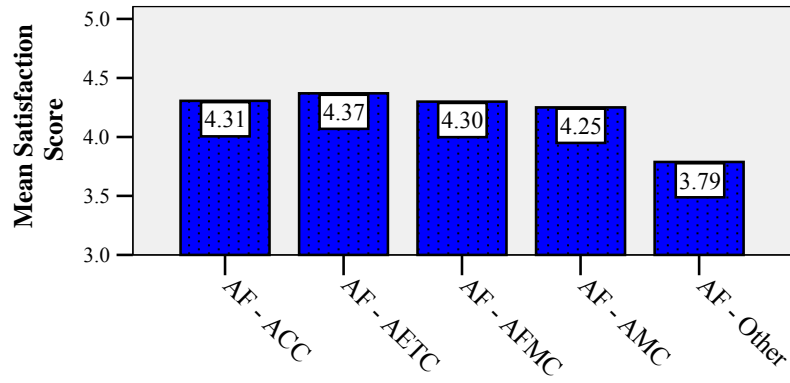
S29: Construction Maintainability



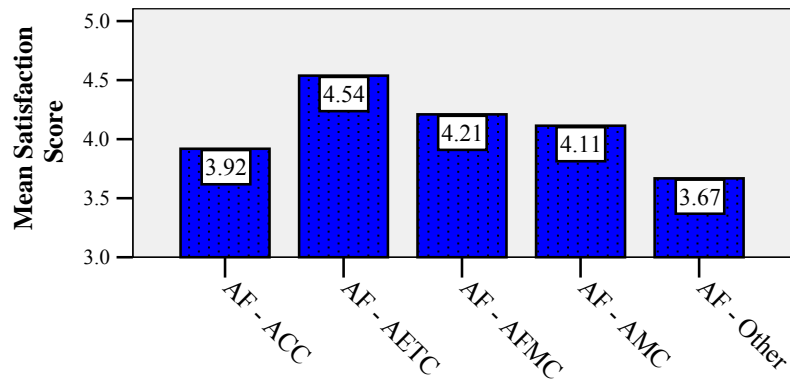
S32: PM Forward



S33: Value of S & R



S34: Value of S & A



3.3 Ratings by Primary Work Category

Statistical and graphic comparisons were performed to detect any differences among primary work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. The work categories include Construction, Environmental, and 'Other'. For the purpose of this analysis the work categories Real Estate, O&M and 'Other'¹¹ were combined and designated 'Other'. The satisfaction indicators examined include only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: 'Project Management', 'Funds Management', 'AE Contracts', 'Value of S & R' and 'Value of S & A'.

A very striking pattern emerges in these comparisons and is illustrated in the graphs of mean satisfaction scores by work category. Environmental customers were consistently the most satisfied group for every indicator. Average ratings by Environmental customers were above 4.5 in every service area except S&R and S&A and were significantly higher than Construction and 'Other' customers for all indices. Additionally, these differences were large enough to be statistically significant at $\alpha = .05$ for nearly every satisfaction indicator. Recall that Construction customers comprise 66 percent of the customer base, Environmental 13 percent and 'Other' 22 percent. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

Table 11: Significant Differences in Ratings by Work Category

Item	Statistically Significant Differences
S1 Seeks Your Requirements	Environmental > Construction, Other
S2 Manages Effectively	Environmental > Construction
S4 Resolves Your Concerns	Environmental > Construction, Other
S5 Timely Service	Environmental > Construction
S7 Reasonable Cost	Environmental > Construction, Other
S8 Flexibility	Environmental > Construction, Other
S20 Funds Mgmt	Environmental > Construction
S21 A/E Contracts	Environmental > Construction

¹¹ Customers that checked the 'Other' area of services wrote services such as 'Design and construction', 'Project management', 'Design', or a specialized service.

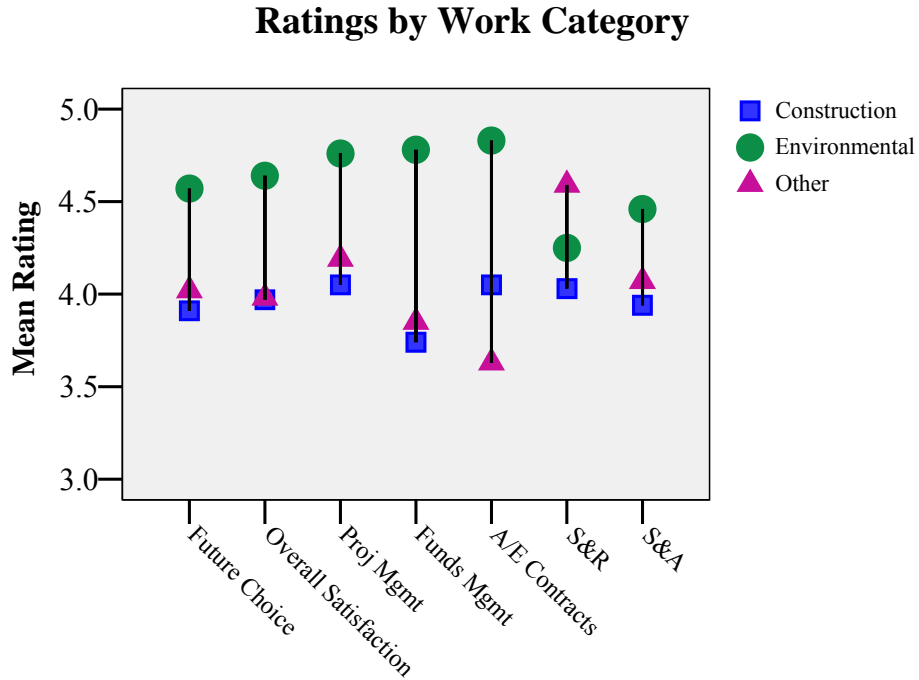
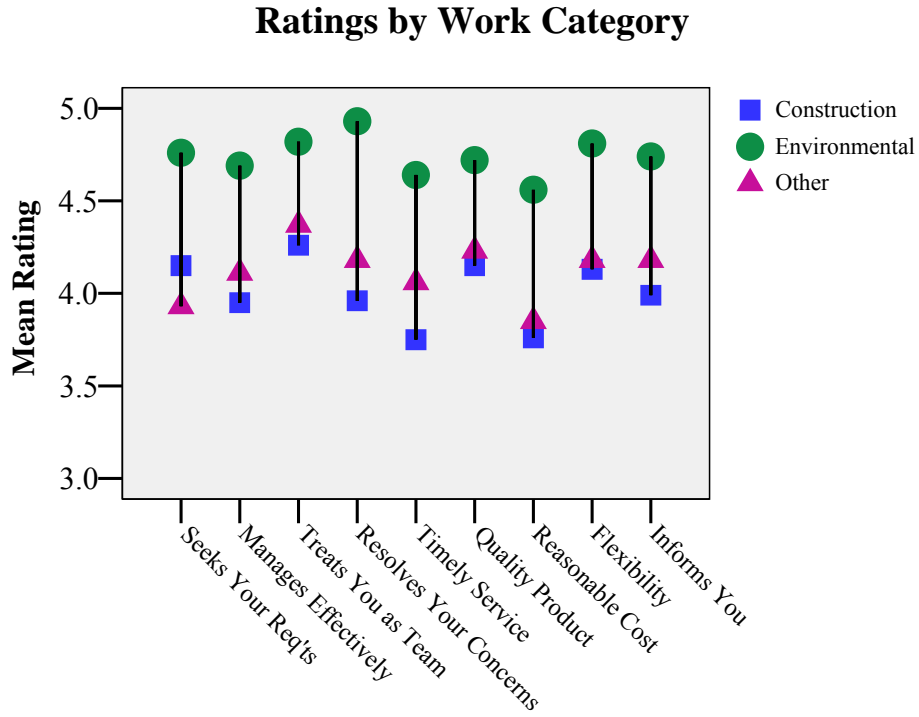


Figure 6: Ratings by Work Category

3.4 Eight-Year Trends by Customer Group

The Corps Military Customer Satisfaction Survey has been administered for a total of ten years. However, the following analysis tracks only the past eight-years in customers' assessment of Corps performance. As stated earlier, ratings were calculated by weighting responses by organization. Customer organization data was not available for fiscal years 1995-96. The analysis juxtaposes the trend in Air Force vs. Army customer ratings over time. This analysis summarizes up to 1,575 Air Force customer responses and 2,382 Army responses. The numbers of actual valid responses vary by item. The number of surveys received by customer group by year is displayed in Table 12. Additional demographic information, such as the number of responses by Division and District, is shown in Appendix C, Tables C-5 and C-6.

Table 12: Number of Responses by Customer Group & Year

Survey Yr	Air Force	Army	Total
FY97	241	327	568
FY98	193	347	540
FY99	189	414	603
FY00	185	305	490
FY01	204	228	432
FY02	190	251	441
FY03	179	249	428
FY04	194	261	455
Total	1575	2382	3957

Results show that in general, there has been a gradual upward trend over the previous eight years of the survey for both customer groups. That is, for almost every indicator, customer satisfaction has improved since FY97. Ratings show a decline for FY03 but seem to be recovering in FY04.

Army customers' ratings display relatively stable trends, moving upward in a very consistent pattern over the first six years then showing a slight decline in FY03 (with the exception of 'Funds Mgmt'). There is a small downward spike in 'Warranty Support' in FY03. Note that Army customers' ratings are particularly low in this area already. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Customer ratings for most

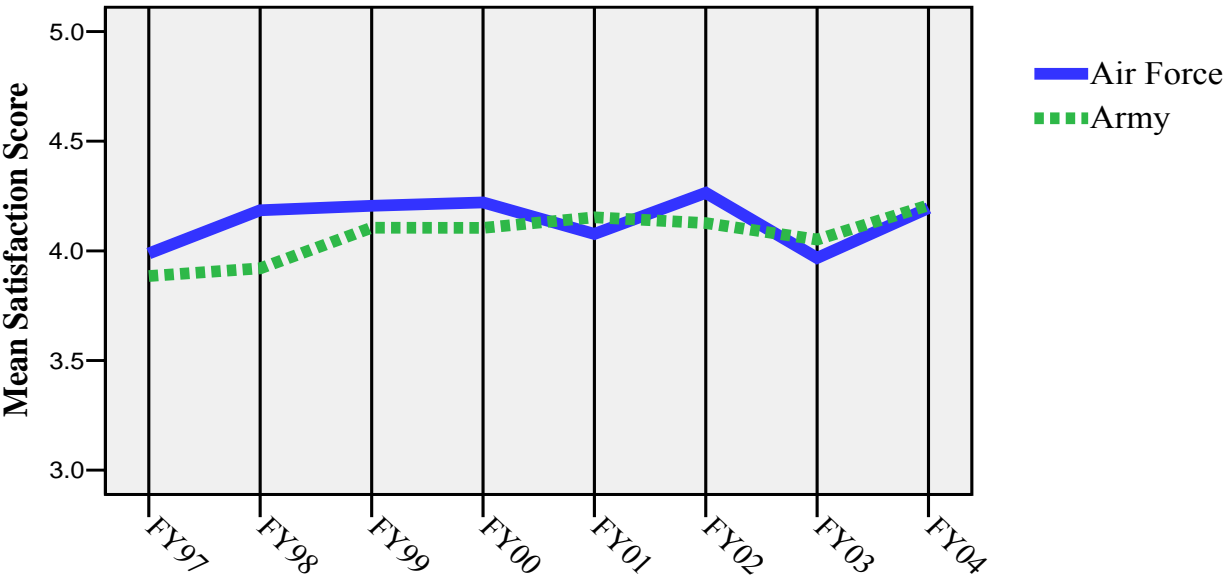
items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for two cycles over the FY97-99 and FY00-02 periods. It appears to be occurring for a third cycle as ratings fell in FY03 followed by apparent recovery in FY04. If rates increase in FY05, this will complete the third repetition of the three-year cyclic pattern. Therefore, the declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied.

There were very few areas of services that display declining ratings during the most recent fiscal years. The only exceptions are 'Timely Construction' and 'PM Forward' for Air Force customers and 'Construction Turnover' for Army.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service is rated lowest by Army customers at well below a mean of 4.0.

Some readers may prefer to view more detailed trend graphs. The individual bar graphs display mean ratings for each customer group separately per item per year and are available on the ftp site: <ftp://ftp.sam.usace.army.mil/pub/HQAF%20FY04%20Survey/> Simply copy and paste this link into your web browser. When you reach the site select the file 'AF vs. Army Trends – Details'. For assistance please contact the author of this report.

S1: Seeks Your Requirements



S2: Manages Effectively

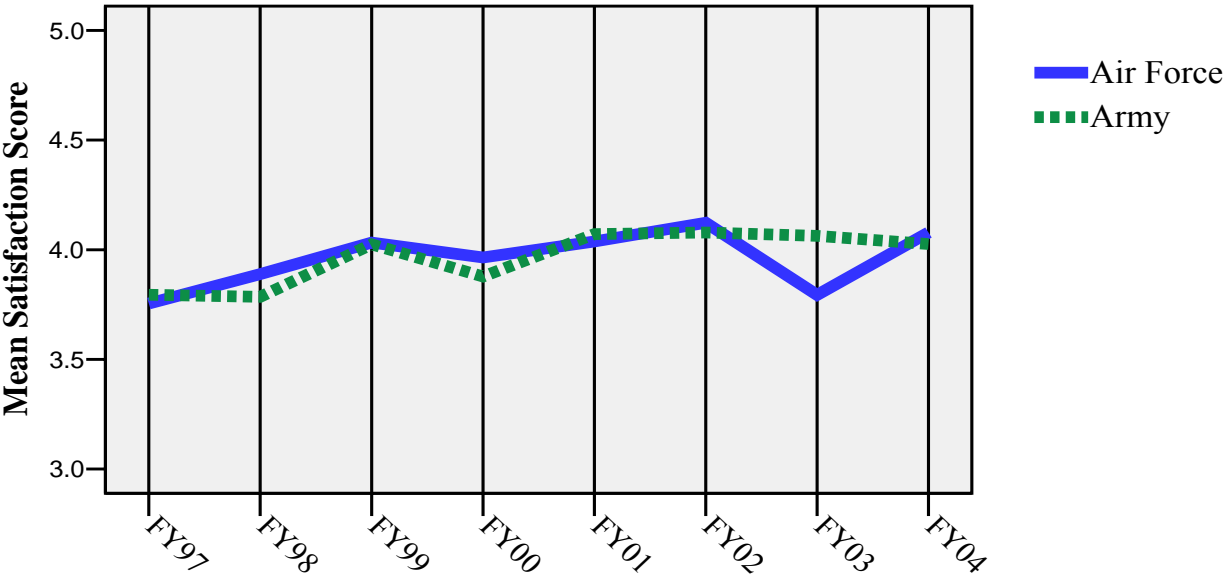
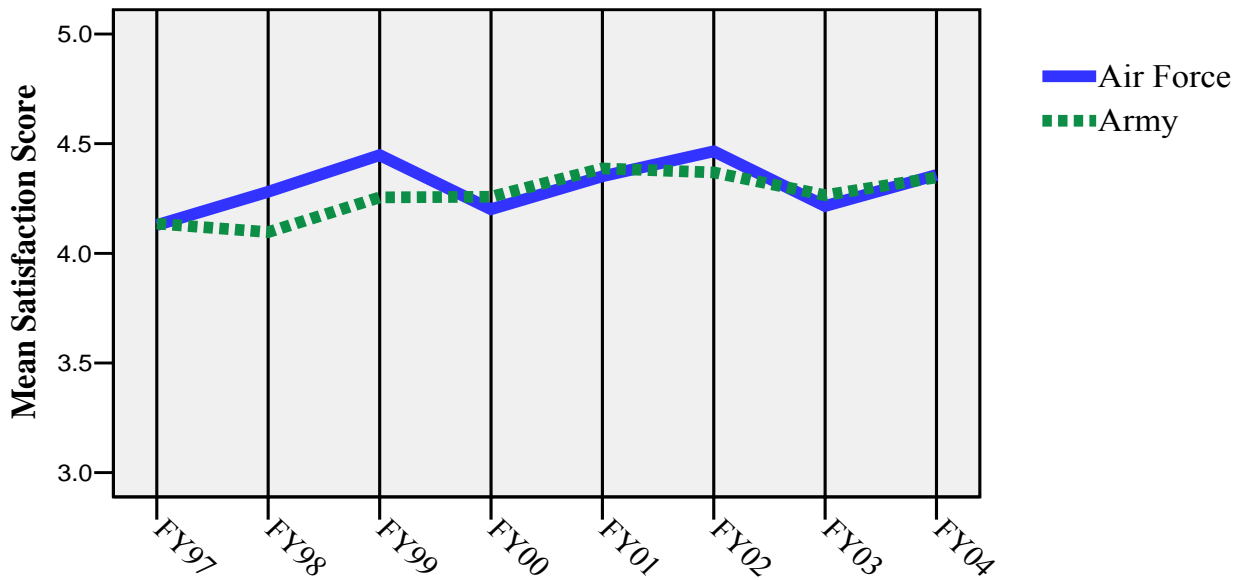
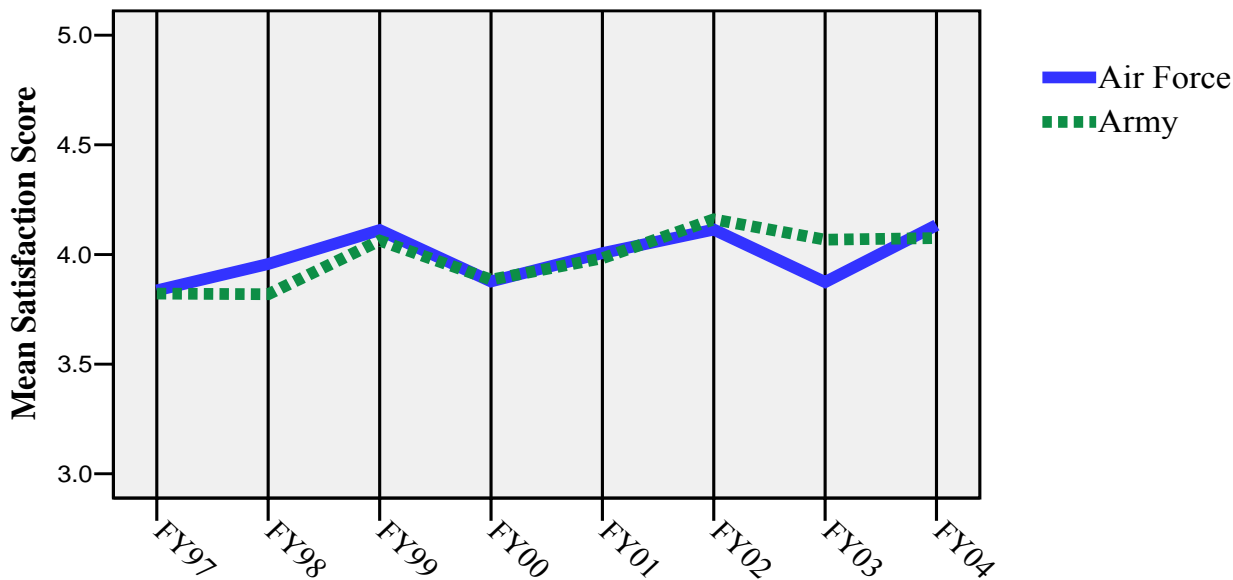


Figure 7: Trends by Customer Group

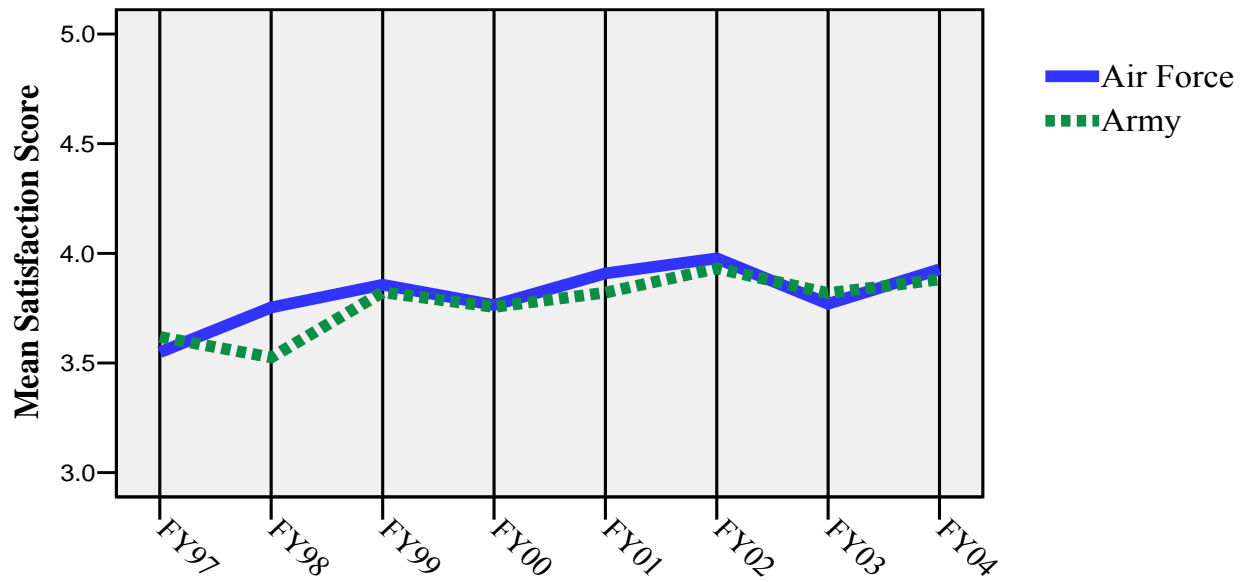
S3: Treats You as Team Member



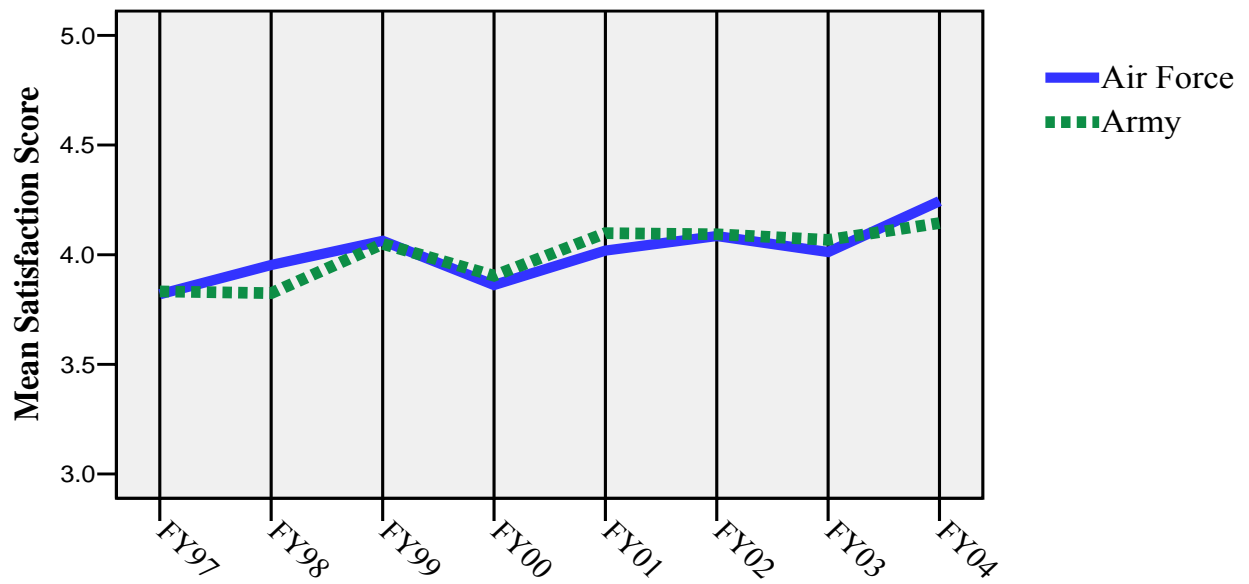
S4: Resolves Your Concerns



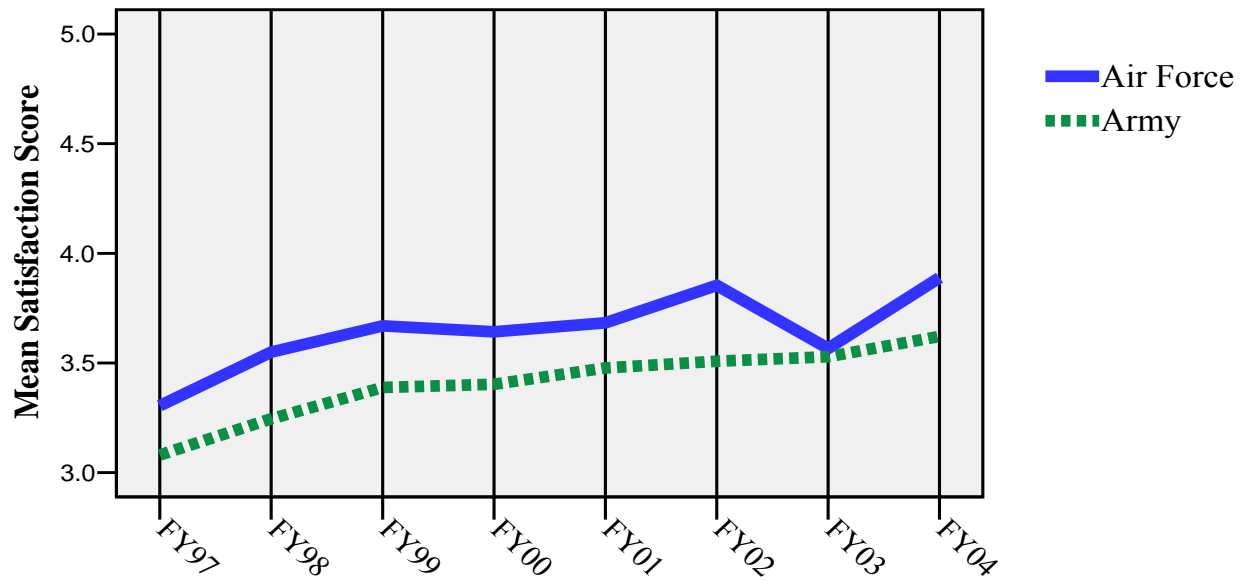
S5: Provides Timely Services



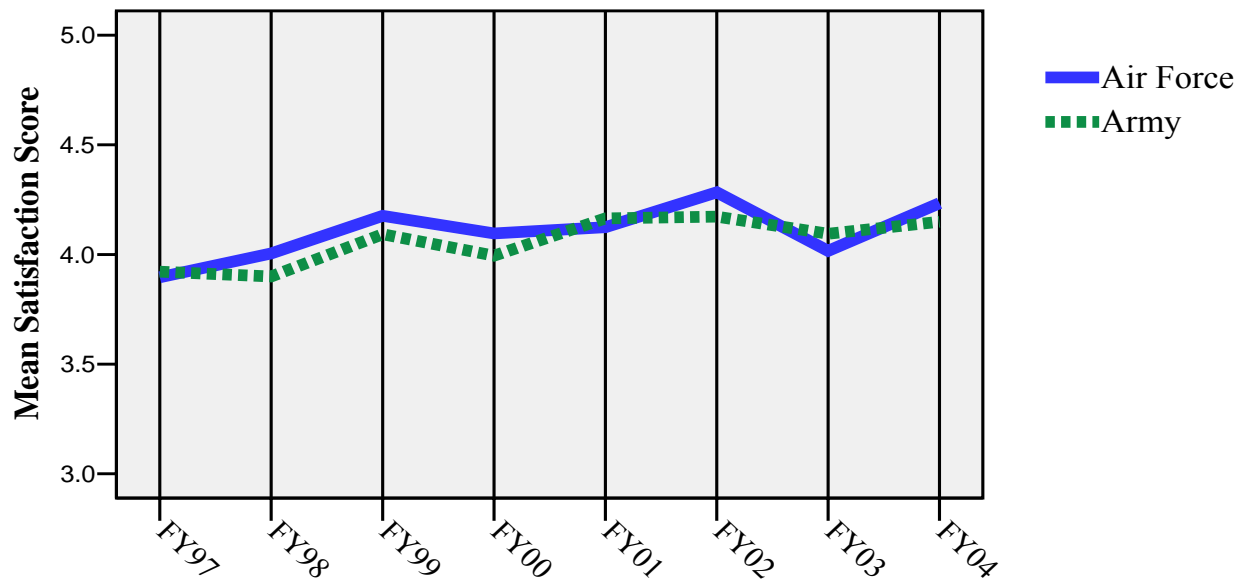
S6: Delivers Quality Products



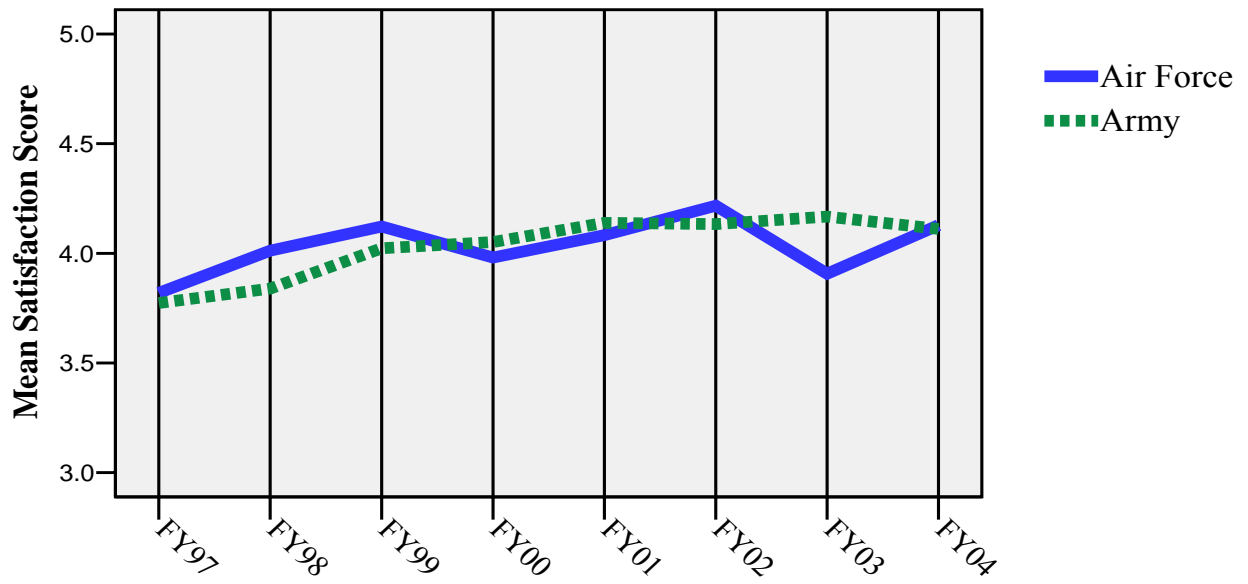
S7: Products at Reasonable Cost



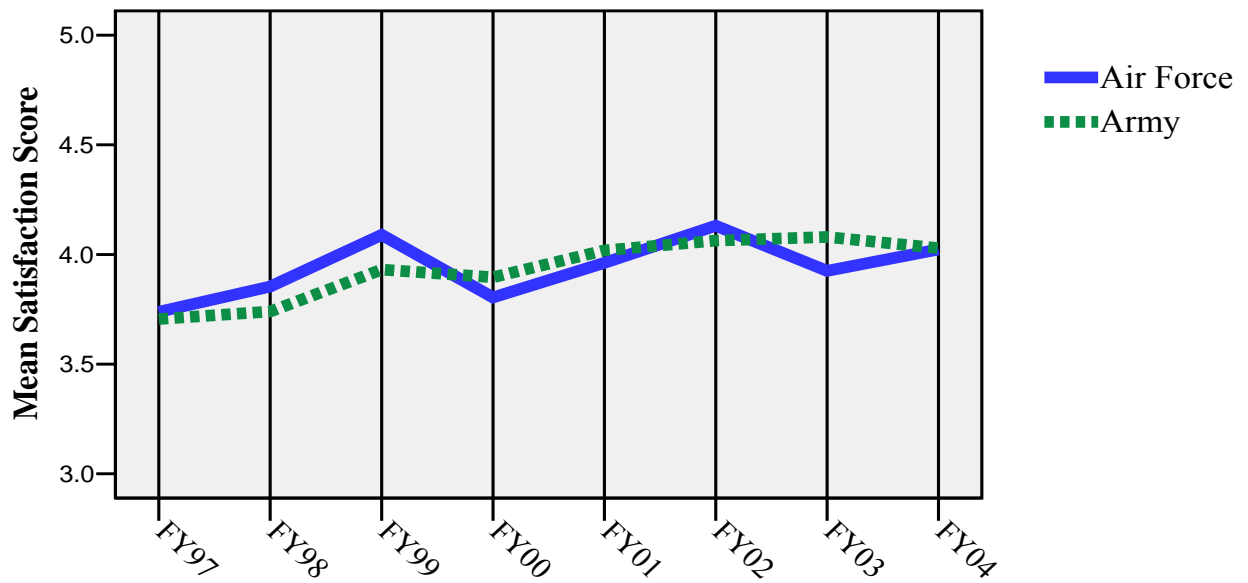
S8: Flexible to Your Needs



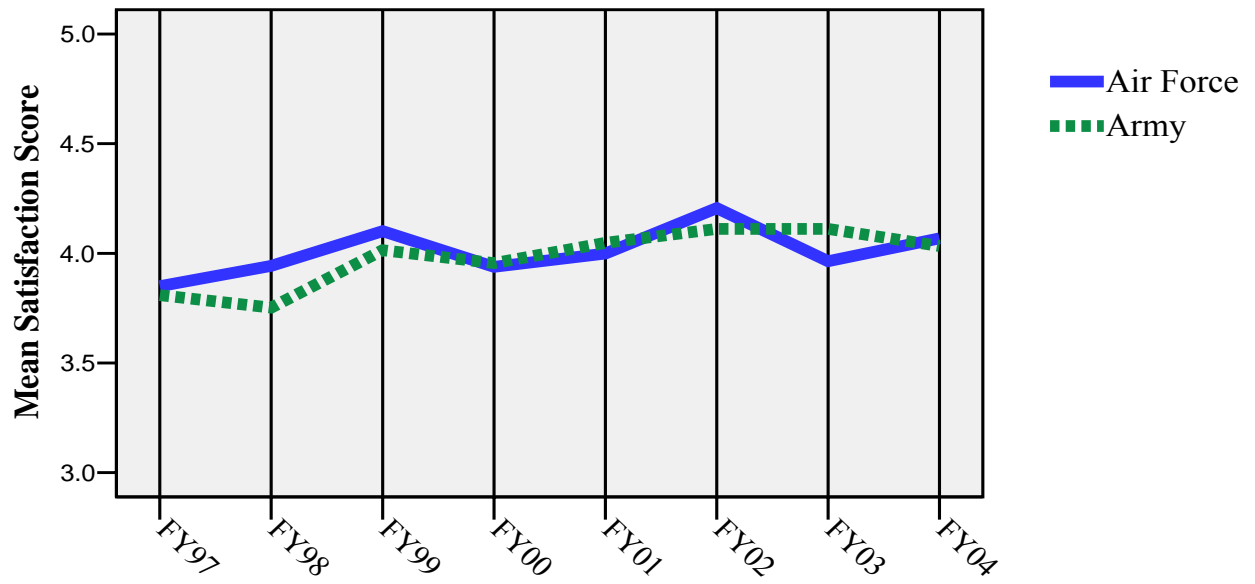
S9: Keeps You Informed



S10: Your Choice in the Future

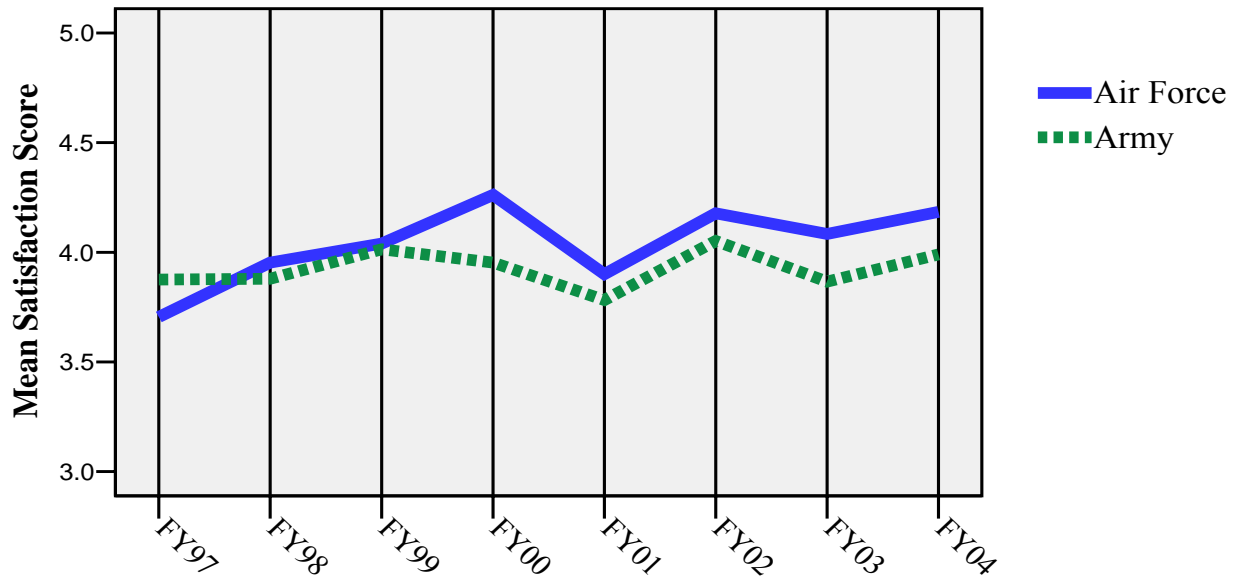


S11: Your Overall Satisfaction

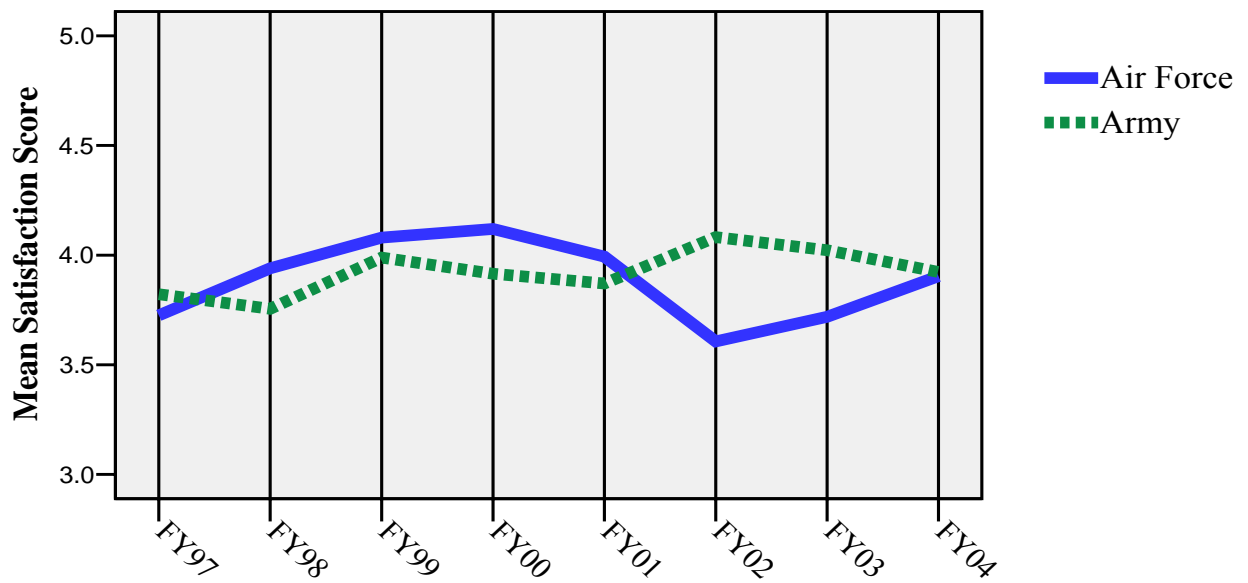


Specific Services

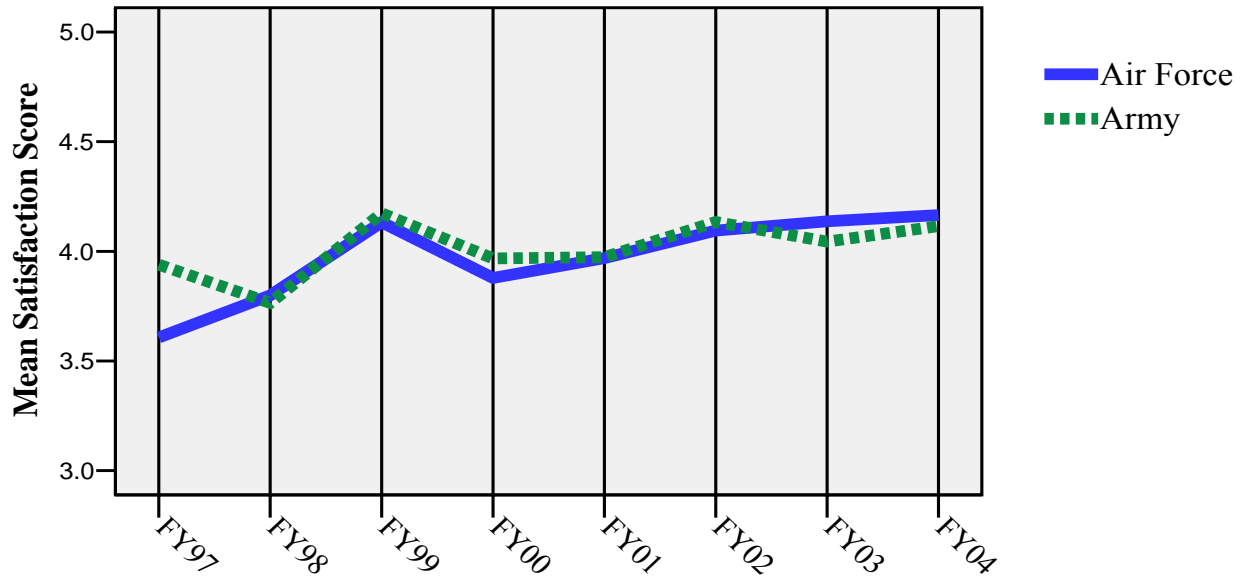
S12: Planning Services



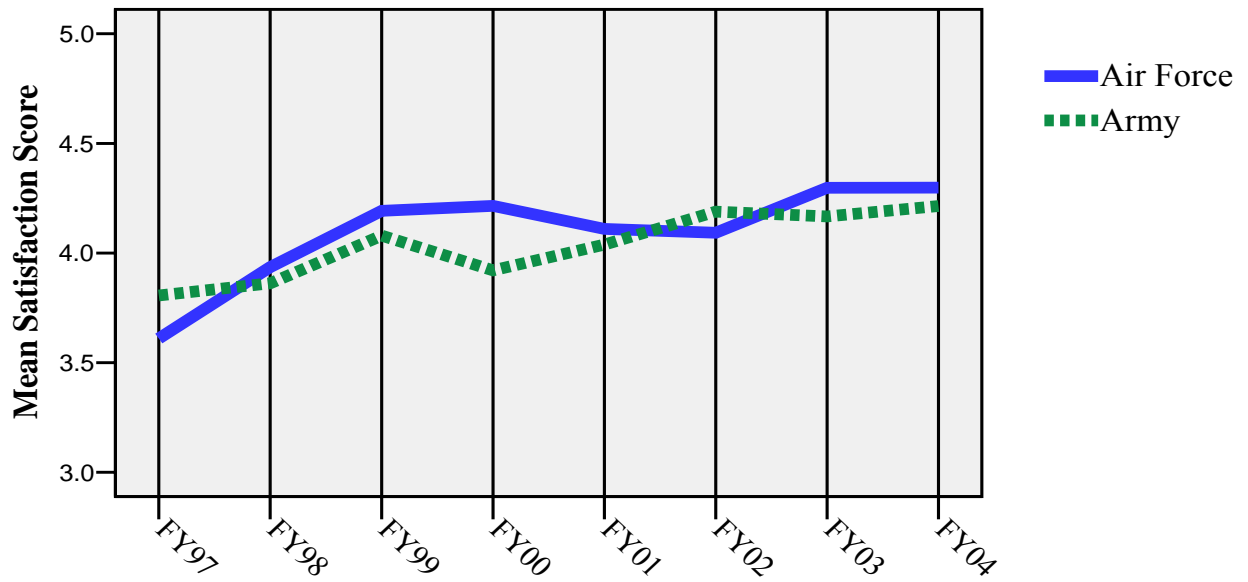
S13: Studies & Investigations (Non-Environ)



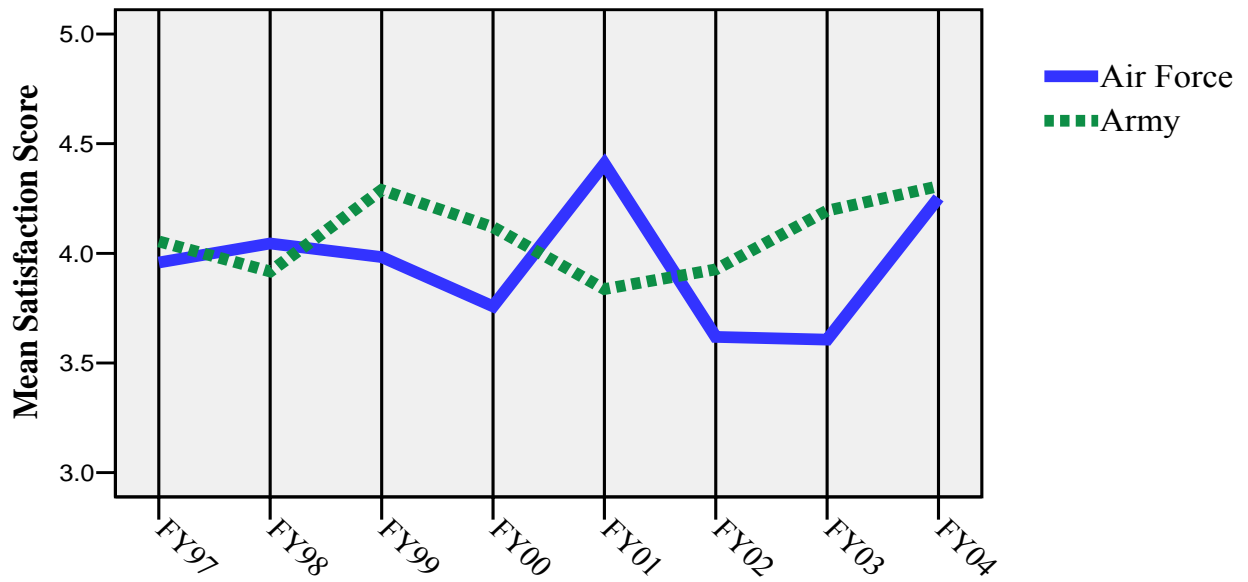
S14: Environmental Studies



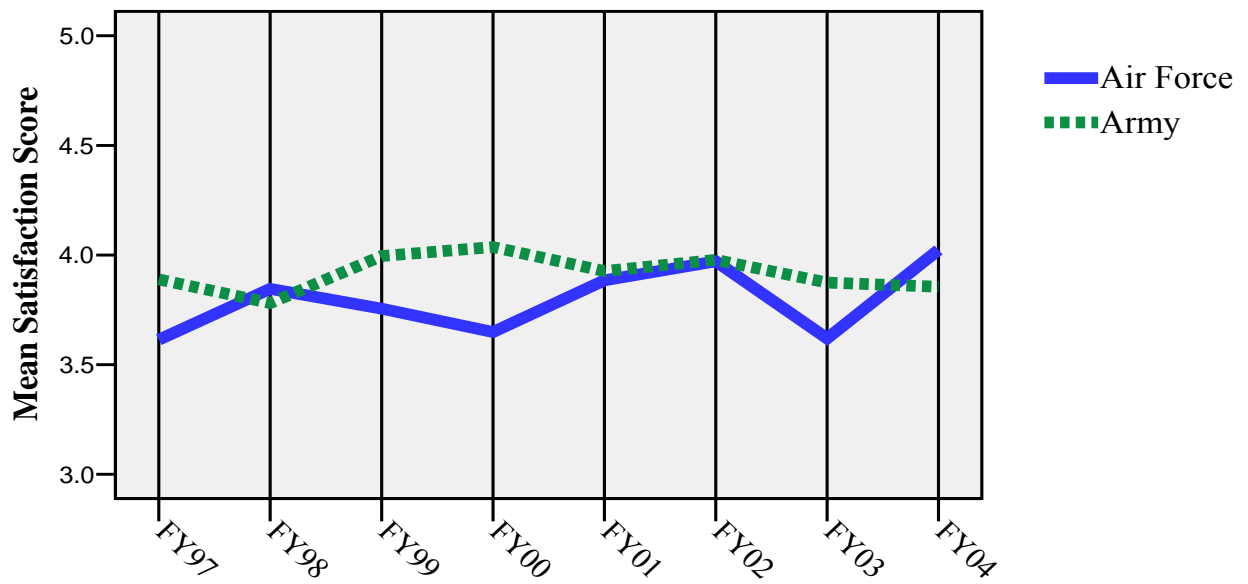
S15: Environmental Compliance



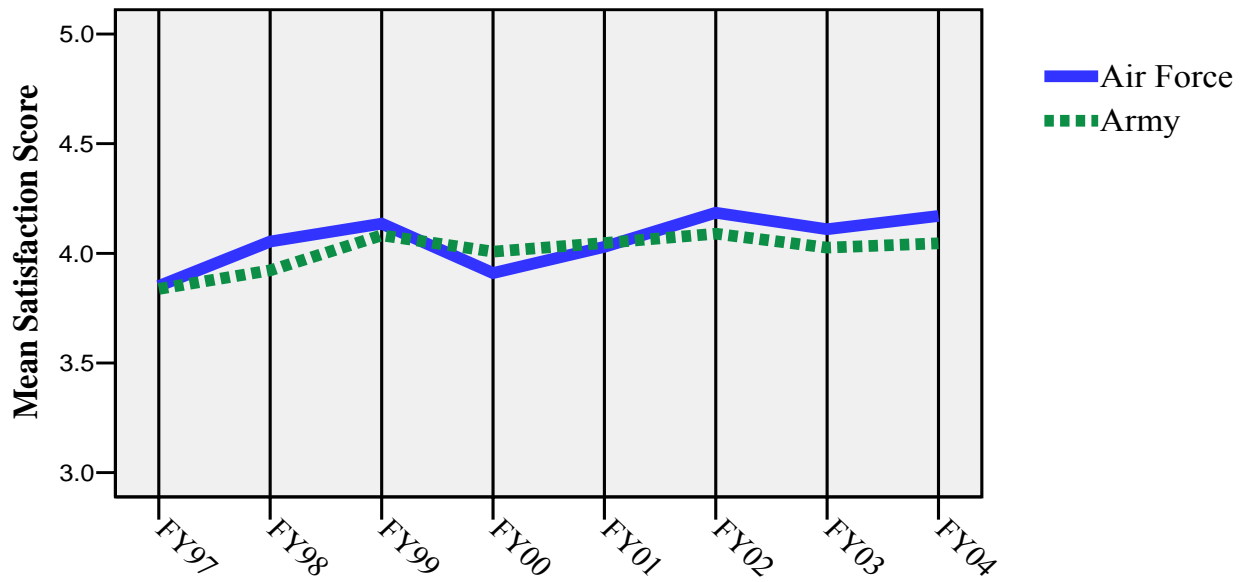
S16: BRAC



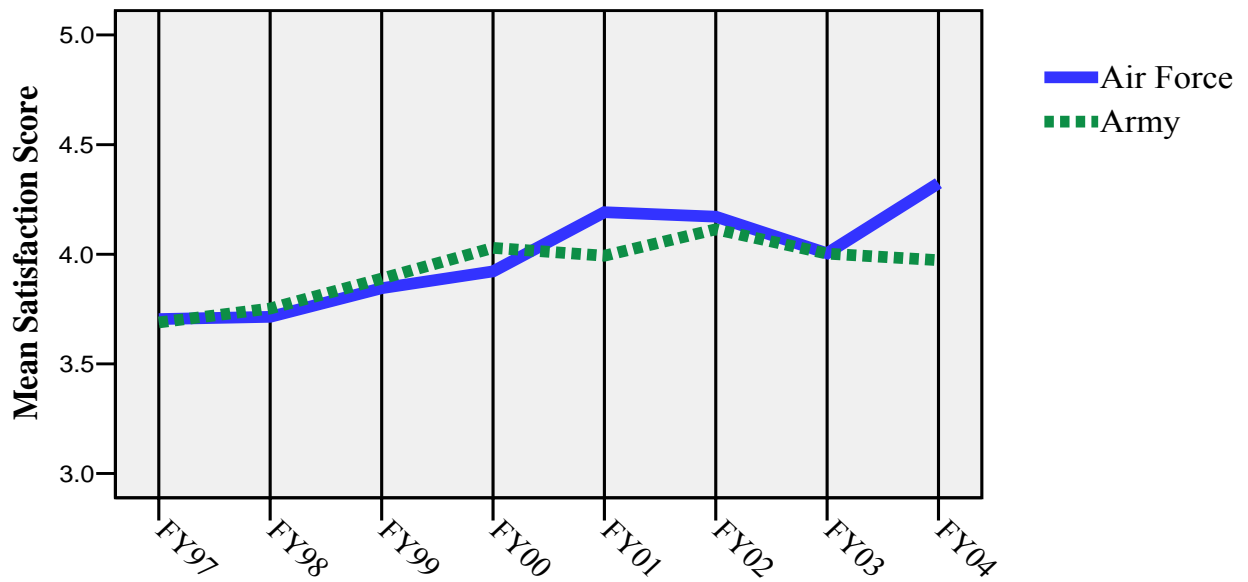
S17: Real Estate Services



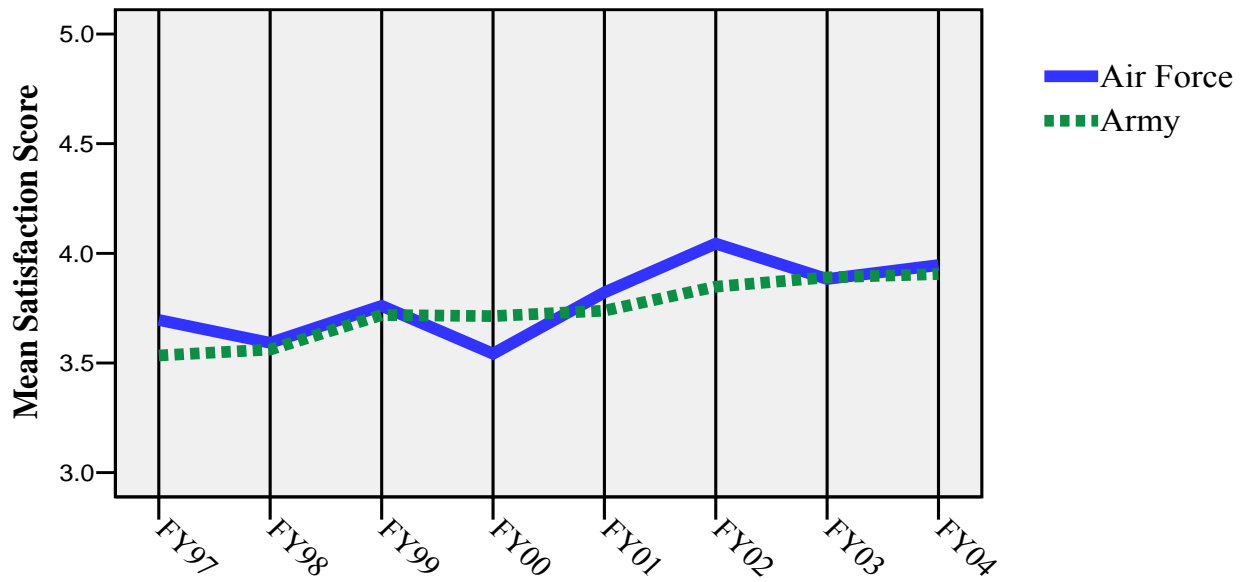
S18: Project Management



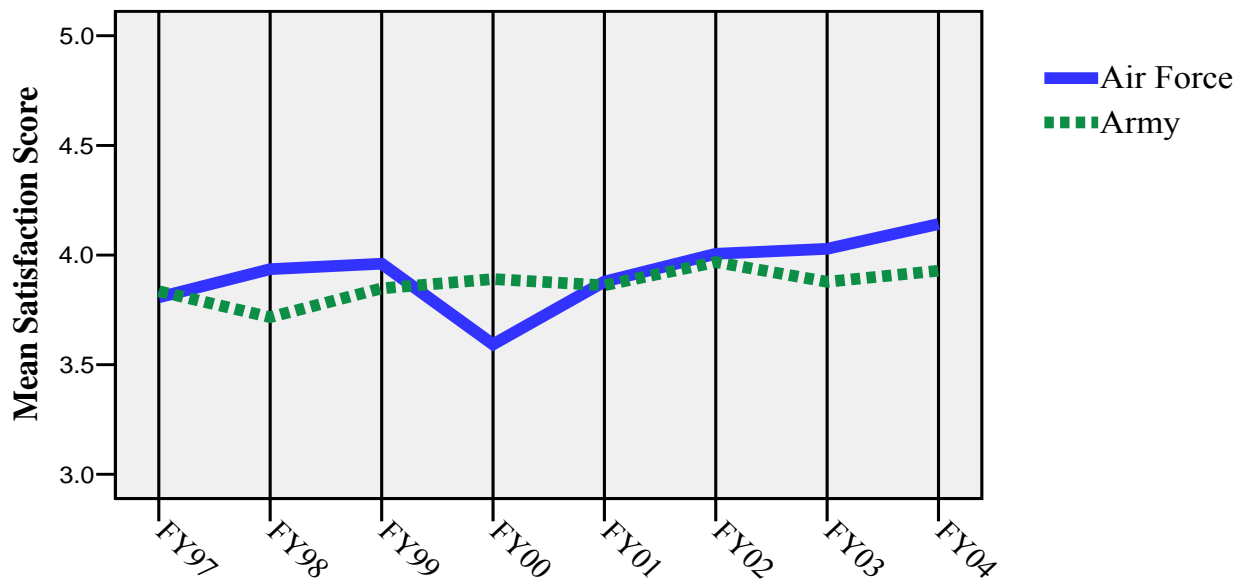
S19: Project Documents



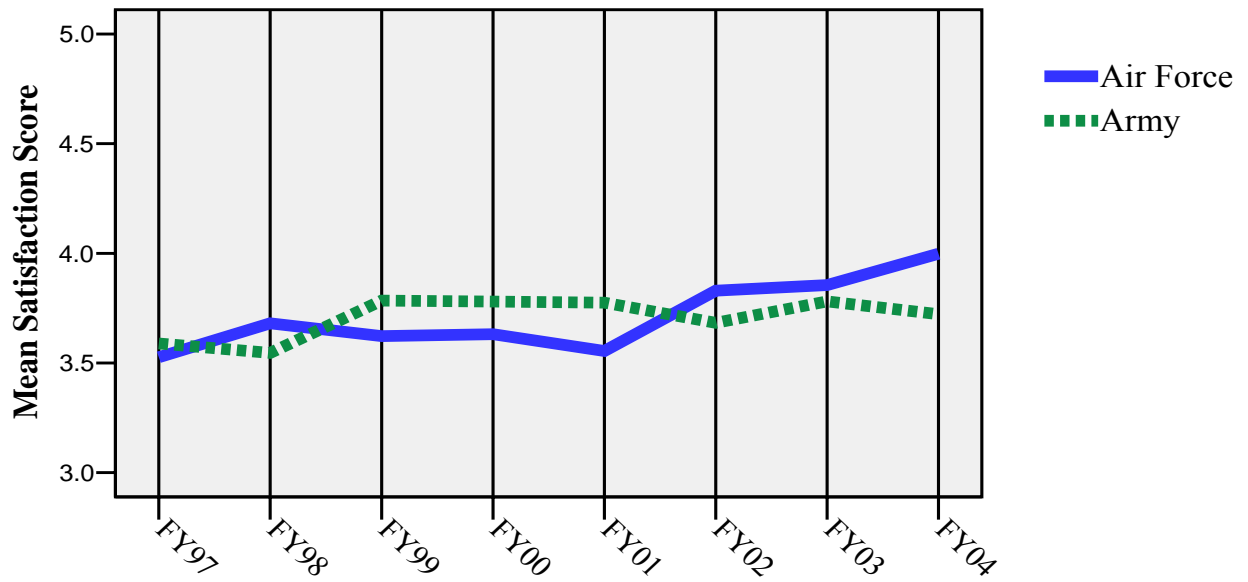
S20: Funds Management



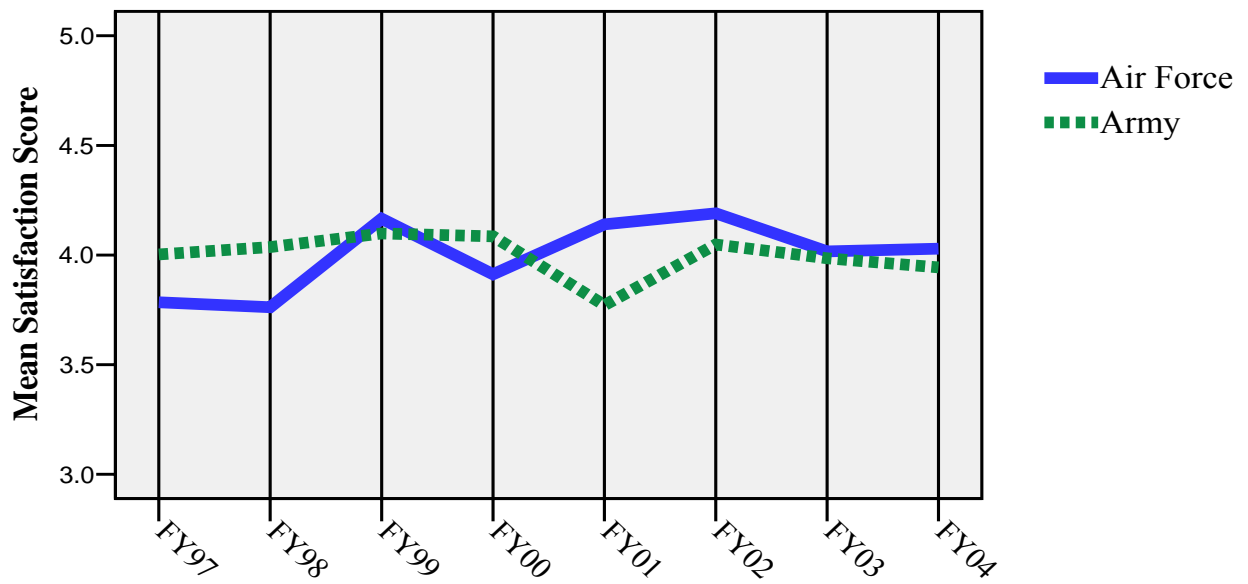
S21: A/E Contracts



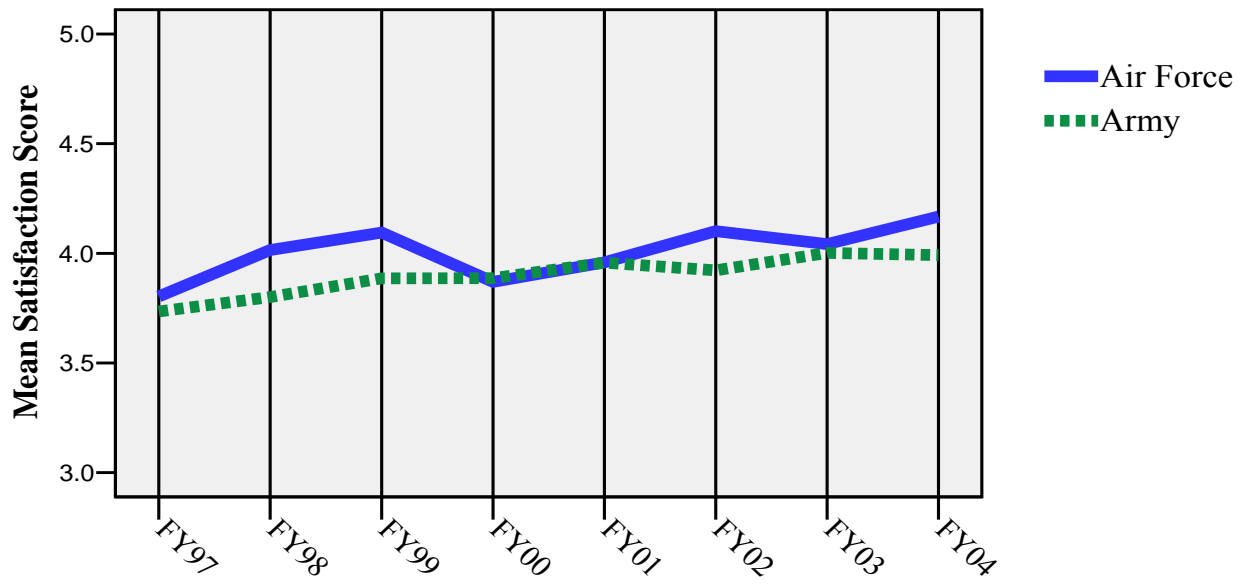
S22: Engineering Design Quality



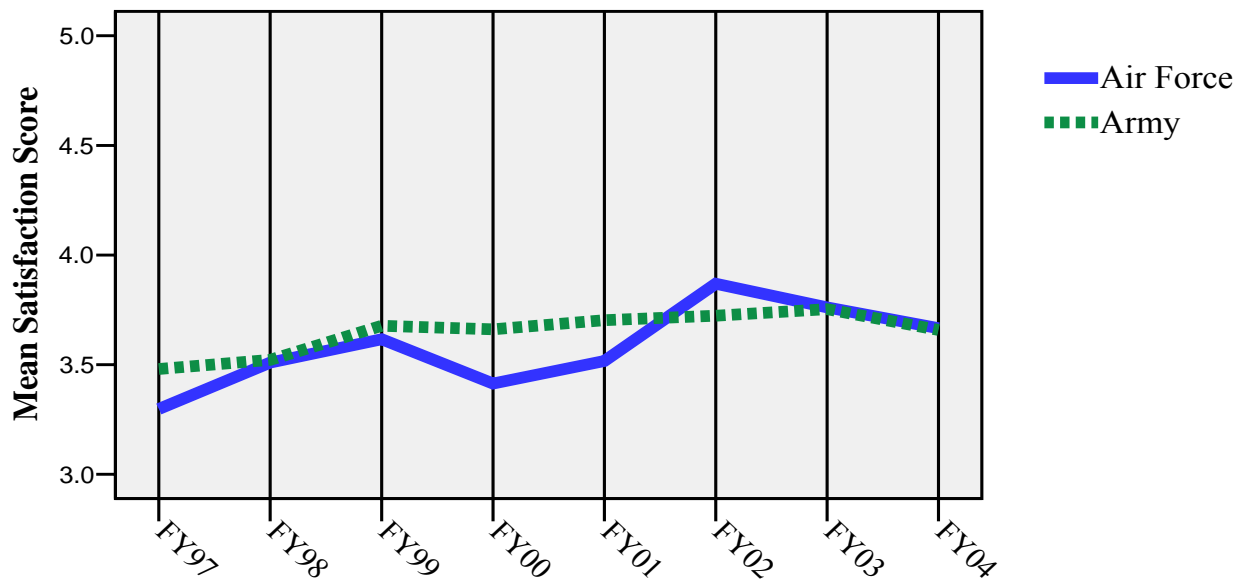
S23: Job Order Contracts



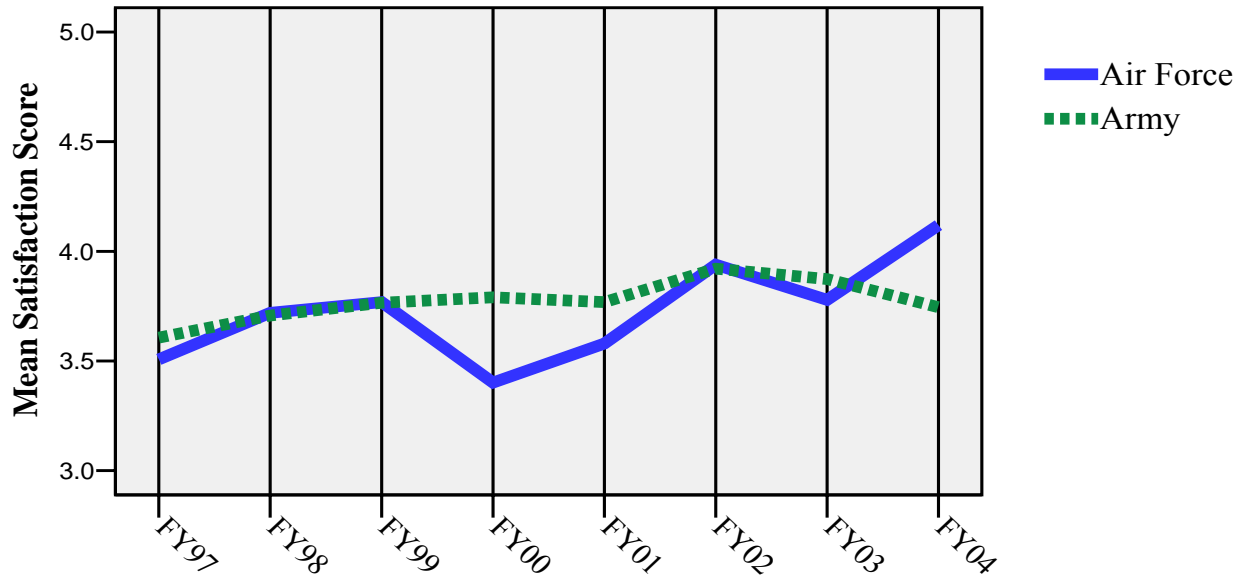
S24: Construction Quality



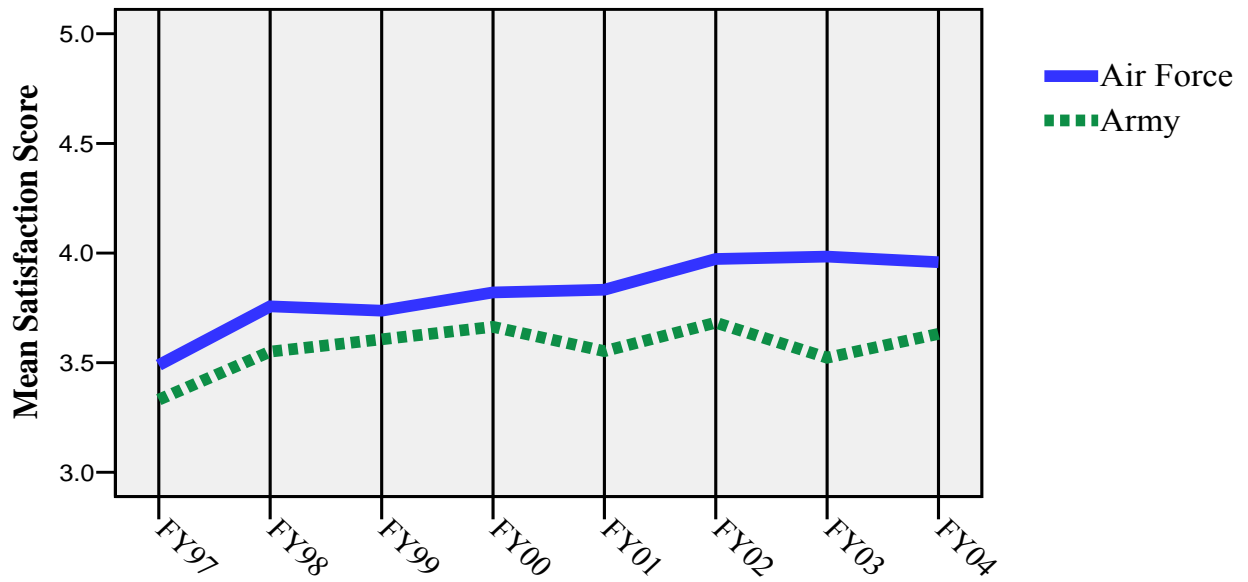
S25: Timely Construction



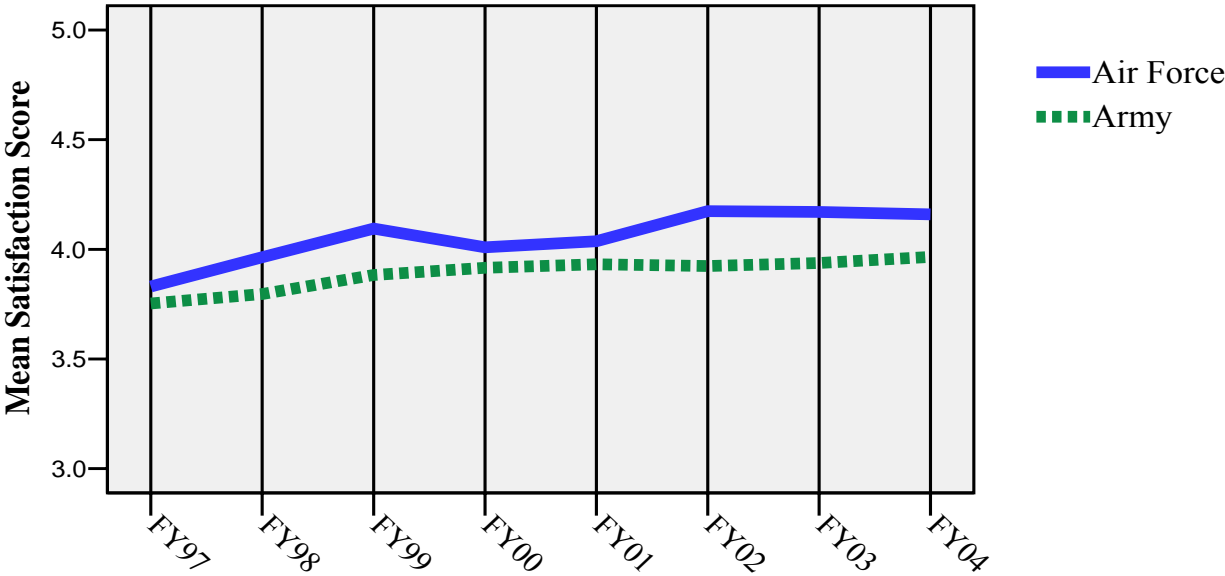
S26: Construction Turnover



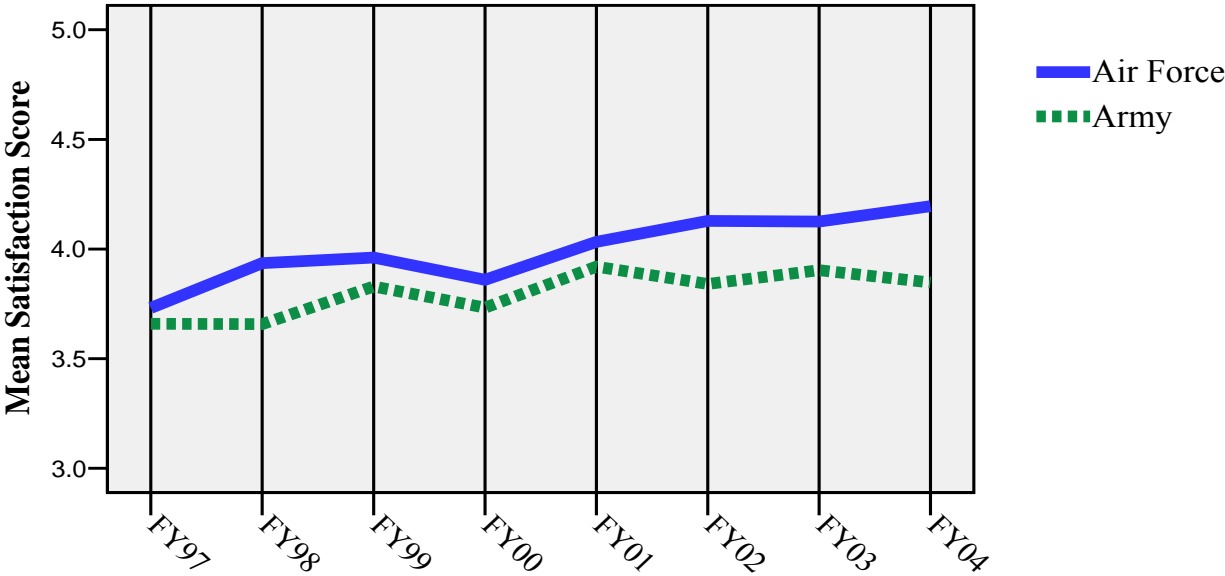
S27: Contract Warranty Support



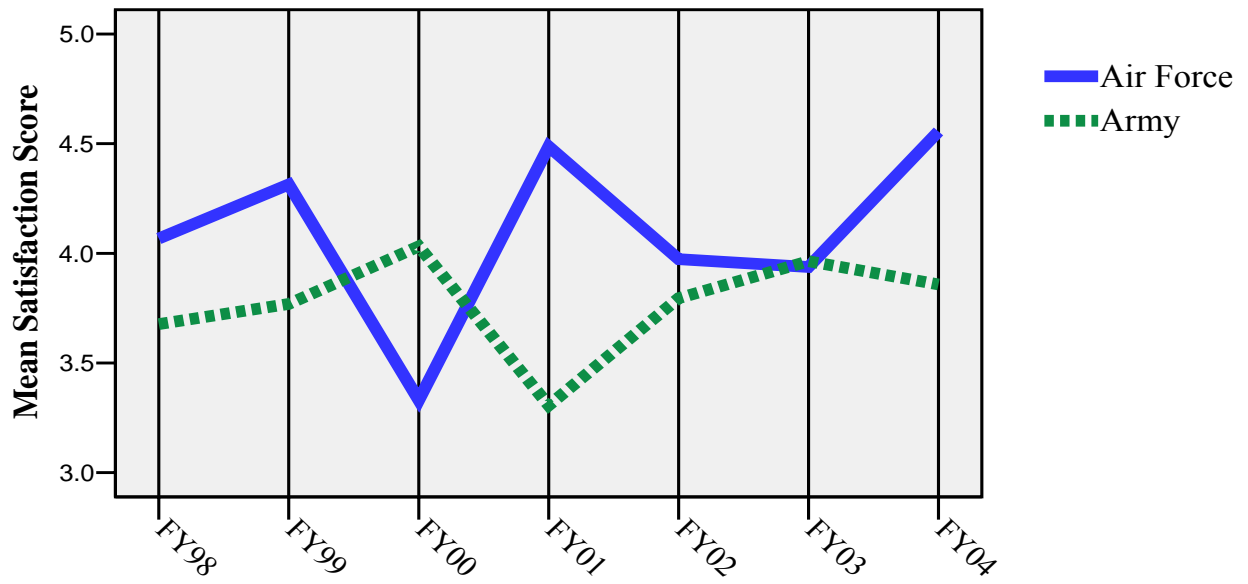
S28: End-User Satisfaction



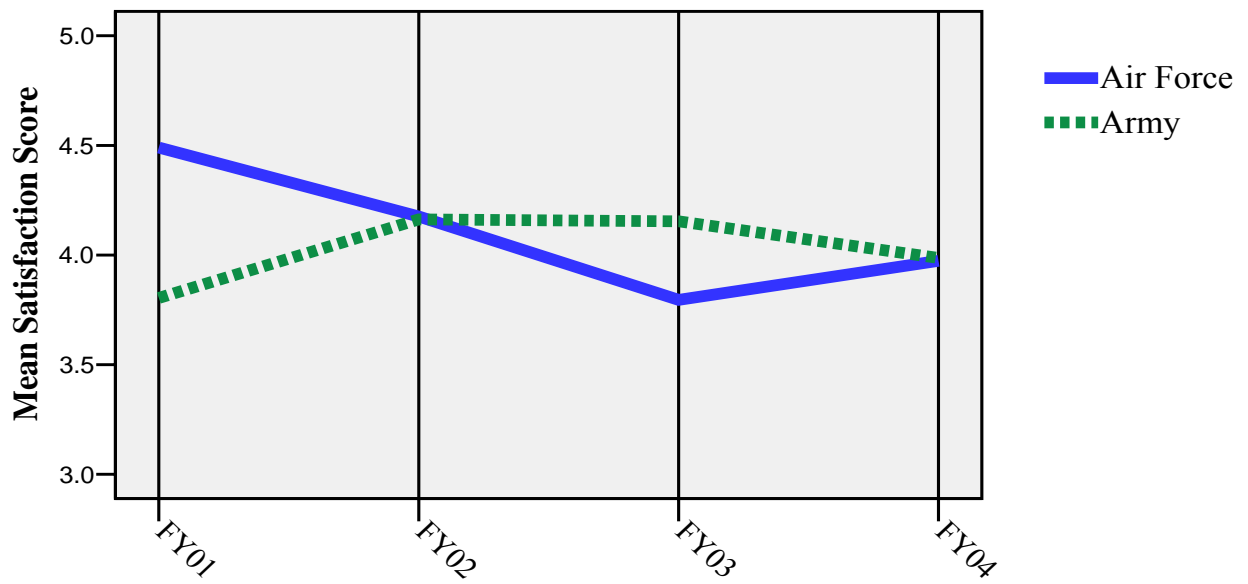
S29: Construction Maintainability



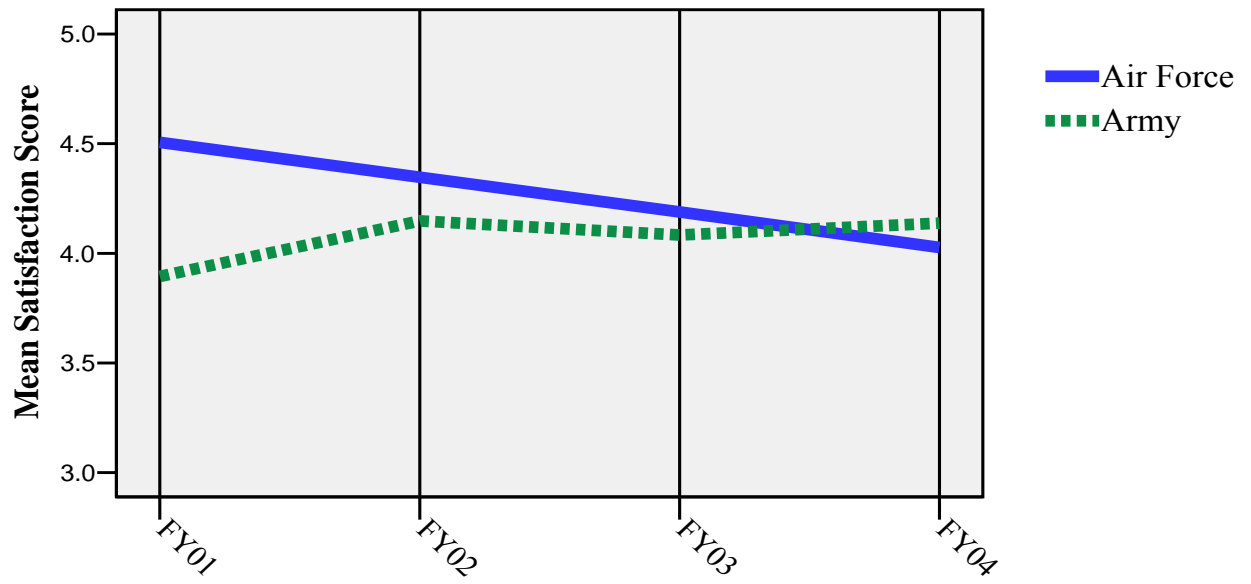
S30: Privatization Support



S31: IS Checkbook Services



S32: PM Forward



§4. CONCLUSION

The tenth Annual Military Programs Customer Satisfaction Survey has been completed. A total of 626 Military Program customers participated in the FY04 survey. The corps-wide response rate was 57% for an estimated sampling error of +/- 3%. Response rates varied greatly among districts, ranging from a low of 22% for Los Angeles and Albuquerque Districts to as high as 100% for Norfolk and Alaska Districts. The districts having the larger populations of Military/IIS customers saw response rates in the 40-50% range.

USACE customers may be categorized by their organization: Army, Air Force, 'Other DoD' agencies and IIS¹² customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint Commands, USMILGP's, etc. IIS customers include organizations such as EPA, USGS, FBI, DOE, BOP, State agencies, etc.

Army customers comprise the largest proportion of the FY04 sample at 42 percent followed by Air Force (31%), 'Other DoD' (18%) and IIS (9%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (48 customers) and ACC (41 customers). The commands specified by the 65 customers who selected 'AF-Other' included PACAF, AFSPC, AFSOC and AFRC. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast and Northeast (40 customers each), followed by IMA Southwest (30) and IMA Pacific (21). The vast majority of FY04 Army customers fell into the 'Army-Other' category. The commands specified by the 83 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. There were a total of 21 Marine Corps customers and 17 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM and MEPCOM.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (66%) of Air Force customers rated Construction services; 13 percent rated Environmental services, nine percent rated Real Estate, four percent O&M and nine percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'Design and construction', 'Project management', 'Design' or a specialized service.

The survey included 21 of the 22 Districts who serve military customers¹³ and TransAtlantic Center. In addition a very small number of customers from non-Military Districts were included in the FY04 survey. These districts work within seven Corps Divisions. The greatest proportion

¹² International & Interagency Support, formerly known as Support for Others defined as Non-DoD & 100% reimbursable services

¹³ NAP also serves a small number of military customers but had zero responses to its survey this year.

of responses was received from customers served by Northwest and Southwest Divisions (21% each). Mobile and Omaha Districts had the greatest number of valid responses (28 and 26 customers respectively).

The statistical analysis of customer satisfaction ratings was conducted differently from previous years in that all responses are weighted by customer organization for each district. For example, there are 3 customer responses from Langley AFB for Norfolk District. Each response is given an equal weight of 0.333. *I.e.* the assigned weight is equal to the inverse of the number of responses from an organization. In previous years each customer responses was given equal weight. The weighting scheme essentially treats the organization as the customer instead of individuals. Throughout the report, items totals will be 110 or less even though the total number of respondents was 194.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal.

The majority of responses (71 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 86 percent of responding organizations and 'Seeks Your Requirements' and 'Quality Product' rated high by 83 percent each. The indices that elicited the most negative responses were 'Provides Timely Services' at 12 percent low ratings, 'Keeps You Informed' and 'Would be Your Choice for Future Services' at nine percent each.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 76 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 9 % responded USACE would NOT be their choice for future projects and 15% were non-committal. For customers' overall level of satisfaction 80% responded positively, 7% negatively and 13% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. Furthermore, the proportion of high ratings for these two important items is greater than in the previous FY and that of low ratings is smaller.

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a median score of '4'. All ratings were weighted by customer organization. A large number of customers left one or more items blank in this section. The average percentage of non-response was 55 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 21 percent on Item 18: 'Project Management Services' to a high of 96 percent on Item 16: 'BRAC' and 'IS Checkbook Services'. Extremely low response rates were also found for 'Privatization Support'.

The proportion of high ratings for the specific services items ranged from 65 to 88 percent. The top three most highly rated items were 'Environmental Compliance' (88% high ratings), 'Project Documentation' (87%), and 'Construction Maintainability' (87%). This is the second year that 'Environmental Compliance' services have been among the highest rated.

The specific services that received the lowest ratings were 'Timely Construction' at 18 percent low ratings, 'Job Order Contracts' at 11 percent and 'Funds Management' at 10 percent low ratings. As last year 'Timely Construction' was the lowest rated service. However, unlike last year, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

The survey was revised this year to include a blank 'explanation field' beside each survey item. Survey participants were asked to provide explanations of any ratings they gave below '3'. In addition, customers were still given the opportunity to provide general comments or suggestions for improvement of Corps' services at the end of the survey. A total of 135 (70%) Air Force customers submitted comments. Of these, 32 (24%) made overall favorable comments, 59 (44%) made negative comments, 38 (28%) customers' comments contained mixed information (positive and negative statements) and 6 (4%) respondents' comments were purely informational in nature, neither positive nor negative. The two most frequently cited positive comments were 'Compliments to individuals/staff' (40 customers) and 'Overall good job' (39 customers). The two most frequent negative comments concerned 'Timely Construction' (20 customers) and 'Keeping You Informed' (19 customers). Other areas of services that received a large number of comments concern 'Timely Service' (18 customers), 'QA/QC services – especially design' (13 customers), and 'Manages Effectively', 'Resolves Your Concerns' and 'Funds Management' at 12 each. The top two most frequently cited comments (positive and negative) were the same as the last two years.

Several analyses were conducted to zero in on specific customer subgroups that might be either more or less satisfied than others so that management efforts may directly target the source of good or poor performance. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate.

Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army), by Air Force Command and ratings by primary work category (Construction vs. Environmental vs. Other).

The results of the comparison of Air Force vs. Army ratings revealed a very consistent pattern. Air Force customer ratings are approximately the same as Army on all but six satisfaction indicators. And in these six areas Air Force ratings were significantly higher than Army. Air Force customers were statistically significantly more satisfied in 'Reasonable Costs', 'Project Documents', 'Engineering Design', 'Construction Turnover', 'Warranty Support', and 'Construction Maintainability'.

The next subgroup analysis examines whether there is a difference in customer service depending on the particular command organization to which the services are delivered. Statistical comparisons were performed to detect any significant differences in ratings among Air Force commands. As last year, a very clear pattern emerged. Ratings for customers under Air Force command 'Other' were again consistently the least satisfied. ACC and AETC were consistently the most satisfied across nearly all satisfaction indicators examined. These results continue to show an improvement in ratings among AFMC customers since FY02. In FY02 AFMC and 'Other Cmd' customers were significantly less satisfied than ACC and AETC customers.

Statistical and graphic comparisons were performed to detect any differences among primary work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. The work categories include Construction, Environmental, and 'Other'. For the purpose of this analysis the work categories Real Estate, O&M and 'Other'¹⁴ were combined and designated 'Other'. The satisfaction indicators examined include only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: 'Project Management', 'Funds Management', 'AE Contracts', 'Value of S & R' and 'Value of S & A'.

A very striking pattern emerges in these comparisons. Environmental customers were consistently the most satisfied group for every indicator. Average ratings by Environmental customers were above 4.5 in every service area except S&R and S&A and were significantly higher than Construction and 'Other' customers for all indices. Additionally, these differences were large enough to be statistically significant at $\alpha = .05$ for nearly every satisfaction indicator. Recall that Construction customers comprise 66 percent of the customer base, Environmental 13 percent and 'Other' 22 percent.

The Corps Military Customer Satisfaction Survey has been administered for a total of ten years. However, the trend analysis tracks only the past eight-years in customers' ratings. This is

¹⁴ Customers that checked the 'Other' area of services wrote services such as 'Design and construction', 'Project management', 'Design', or a specialized service.

because ratings were calculated by weighting responses by organization and customer organization data was not available for fiscal years 1995-96. The analysis juxtaposes the trend in Air Force vs. Army customer ratings over time. This analysis summarizes up to 1,575 Air Force customer responses and 2,382 Army responses although the numbers of valid responses vary by item.

Results show that in general, there has been a gradual upward trend over the previous eight years of the survey for both customer groups. That is, for almost every indicator, customer satisfaction has improved since FY97. Ratings show a decline for FY03 but seem to be recovering in FY04.

Army customers' ratings display relatively stable trends, moving upward in a very consistent pattern over the first six years then showing a slight decline in FY03 (with the exception of 'Funds Mgmt'). There is a small downward spike in 'Warranty Support' in FY03. Note that Army customers' ratings are particularly low in this area already. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are more difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Instead, customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for two cycles over the FY97-99 and FY00-02 periods. It appears to be occurring for a third cycle as ratings fell in FY03 followed by apparent recovery in FY04. If rates increase in FY05, this will complete the third repetition of the three-year cyclic pattern. Therefore the declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied.

There were very few areas of services that display declining ratings during the most recent fiscal years. The only exceptions are 'Timely Construction' and 'PM Forward' for Air Force customers and 'Construction Turnover' for Army. Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service is rated lowest by Army customers at well below a mean of 4.0.

APPENDIX A

Survey Instrument¹⁵

¹⁵ The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .



US Army Corps
of Engineers®

[USACE Home](#)[HQUSACE Home](#)

Military Programs

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2004. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments.

Section I - Customer Information

Name:

--

Installation / Organization:

[illegible]

Your Email Address:

[illegible]

Office Telephone Number:

[illegible]

Agency/Command:

Please Select One

(Skip if you are not DoD)

Primary Category of Service Received:

Please Select One ▼

If Other, Specify:

[illegible]

USACE Organization Being Evaluated

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/HQ/TAC)

Please Select One ▼

Section II - Customer Survey

Please rate your level of satisfaction for each area.

[illegible]

7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Planning (Master Planning, Annual Work Plans, Spill Contingency Plans, Mobilization Plans, A-76 Plans, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Environmental Studies and Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Environmental Compliance and Restoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
16.	Base Realignment and Closure Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Project Management Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
19.	Project Documentation (DD 1391, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Funds Management and Cost Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Architect-Engineer Contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
22.	Engineering Design Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	Job Order Contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

24.	Construction Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
25.	Timely Completion of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Contract Warranty Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	End-User Satisfaction with Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Maintainability of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Privatization Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Installation Support (IS) direct checkbook services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	PM Forward Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

APPENDIX B

Customer Demographics

Table B-1: List of Air Force Customer Organizations

<u>Air Force Organizations FY04</u>	<u>#</u>	<u>%</u>
ACC	1	0.5
ACC, 12 AF	2	1.0
ACC, 27 CES	1	0.5
AF Reserves	4	2.1
AF Reserves, 911 Airlift Wing	1	0.5
AF Reserves, 914 Airlift Wing	1	0.5
AF Reserves, 939 ARW	1	0.5
AF Reserves, Recruiting Cmd	1	0.5
AFMC, Mesa	1	0.5
AFOSI	1	0.5
Air Natl Guard, AK	1	0.5
Air Natl Guard, Andrews AFB	1	0.5
Altus AFB	3	1.5
Arnold AFB	3	1.5
Aviano AB	1	0.5
Beale AFB	1	0.5
Brooks AFB, HFO	1	0.5
Brooks AFB, AFCEE	1	0.5
Buckley AFB	1	0.5
Cannon AFB	1	0.5
CENTCOM, Egypt	1	0.5
Clear AFS	1	0.5
Columbus AFB	1	0.5
Dobbins AFB, AFRC	1	0.5
Dyess AFB	5	2.6
Eglin AFB	5	2.6
Eielson AFB	4	2.1
Elmendorf AFB	12	6.2
Gen Mitchell IAP-ARS	1	0.5
Goodfellow AFB	1	0.5
Hanscom AFB	1	0.5
Hickam AFB	7	3.6
Hill AFB	3	1.5
Holloman AFB	1	0.5
Hurlburt Field	3	1.5
Incirlik AB	1	0.5
Kadena AB	3	1.5
Keesler AFB	1	0.5
Kirkland AFB	3	1.5
Kunsan AB	1	0.5
Lackland AFB	1	0.5
Langley AFB	13	6.7
Laughlin AFB	1	0.5
Little Rock AFB	2	1.0
MacDill AFB	2	1.0
Malmstrom AFB	1	0.5

<u>Air Force Organizations FY04</u>	<u>#</u>	<u>%</u>
Maxwell AFB	2	1.0
McChord AFB	4	2.1
McConnell AFB	1	0.5
McGuire AFB	2	1.0
Minot AFB	1	0.5
Misawa AB	1	0.5
Moody AFB	3	1.5
Mountain Home AFB	2	1.0
Nellis AFB	2	1.0
New Boston AFS	1	0.5
Offutt AFB	2	1.0
Osan AB	1	0.5
Peterson AFB	7	3.6
Peterson AFB, AFSPC	1	0.5
Pope AFB	2	1.0
Ramstein AB	1	0.5
Randolph AFB	22	11.3
Robins AFB	2	1.0
Scott AFB	5	2.6
Seymour Johnson AFB	2	1.0
Shaw AFB	2	1.0
Sheppard AFB	5	2.6
Thule AB	1	0.5
Tinker AFB	1	0.5
Tyndall AFB	2	1.0
Vance AFB	4	2.1
Whiteman AFB	1	0.5
Wright Patterson AFB	8	4.1
Yokota AB	2	1.0
Total	194	100.0

Table B-2: Work Category ‘Other’

<u>'Other' Work</u>	<u>#</u>	<u>%</u>
Awarding Construction Contracts	1	5.9
Design	1	5.9
Design & Construction	5	29.4
DLA MILCON & SRM	1	5.9
Info re: status of DLA and JFIP projects	1	5.9
Iraq support	1	5.9
PAVER Report	1	5.9
Project Management	1	5.9
Recon-type study	1	5.9
Unspecified	4	23.5
Total	17	100.0

APPENDIX C

Statistical Details

Table C-1: General Satisfaction Items – Details

General Services Items*	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	1	0.9	5	4.7	12	11.3	43	40.6	45	42.5	106	100.0
S2 Manages Effectively	3	2.8	5	4.6	16	14.7	40	36.7	45	41.3	109	100.0
S3 Treats You as a Team Member	5	4.6	4	3.7	6	5.5	28	25.7	66	60.6	109	100.0
S4 Resolves Your Concerns	4	3.6	4	3.6	15	13.6	38	34.5	49	44.5	110	100.0
S5 Timely Service	7	6.4	6	5.5	15	13.6	43	39.1	39	35.5	110	100.0
S6 Quality Product	2	1.9	2	1.9	14	13.1	38	35.5	51	47.7	107	100.0
S7 Reasonable Costs	5	4.9	2	1.9	23	22.3	43	41.7	30	29.1	103	100.0
S8 Displays Flexibility	4	3.7	2	1.8	13	11.9	37	33.9	53	48.6	109	100.0
S9 Keeps You Informed	8	7.3	2	1.8	13	11.9	32	29.4	54	49.5	109	100.0
S10 Your Future Choice	8	7.5	2	1.9	16	15.0	37	34.6	44	41.1	107	100.0
S11 Overall Satisfaction	7	6.5	1	0.9	14	13.0	43	39.8	43	39.8	108	100.0

Table C-2: Specific Services Items– Details

Specific Services Items	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S12 Planning	0	0.0	2	4.9	7	17.1	15	36.6	17	41.5	41	100.0
S13 Studies (Non-Environ)	1	3.0	2	6.1	6	18.2	15	45.5	9	27.3	33	100.0
S14 Environmental Studies	1	3.8	1	3.8	3	11.5	9	34.6	12	46.2	26	100.0
S15 Environmental Compliance	1	4.0	1	4.0	1	4.0	9	36.0	13	52.0	25	100.0
S16 BRAC	0	0.0	0	0.0	1	33.3	0	0.0	2	66.7	3	100.0
S17 Real Estate	1	3.3	1	3.3	4	13.3	14	46.7	10	33.3	30	100.0
S18 Project Management	4	4.5	3	3.4	10	11.4	29	33.0	42	47.7	88	100.0
S19 Project Documentation	0	0.0	1	2.1	5	10.6	18	38.3	23	48.9	47	100.0
S20 Funds Management	3	4.3	4	5.7	11	15.7	28	40.0	24	34.3	70	100.0
S21 A/E Contracts	1	1.3	4	5.3	10	13.2	28	36.8	33	43.4	76	100.0
S22 Engineering Design	2	2.4	2	2.4	14	17.1	38	46.3	26	31.7	82	100.0
S23 Job Order Contracts	1	3.7	2	7.4	2	7.4	13	48.1	9	33.3	27	100.0
S24 Construction Quality	1	1.2	2	2.3	12	14.0	38	44.2	33	38.4	86	100.0
S25 Timely Construction	8	9.3	8	9.3	15	17.4	30	34.9	25	29.1	86	100.0
S26 Construction Turnover	0	0.0	2	2.5	13	16.0	38	46.9	28	34.6	81	100.0
S27 Warranty Support	1	1.5	3	4.5	14	21.2	28	42.4	20	30.3	66	100.0
S28 End-user Satisfaction	0	0.0	2	2.5	9	11.3	43	53.8	26	32.5	80	100.0
S29 Maintainability	0	0.0	0	0.0	9	12.9	38	54.3	23	32.9	70	100.0
S30 Privatization Support	0	0.0	0	0.0	1	20.0	1	20.0	3	60.0	5	100.0
S31 IS Checkbook	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	1	100.0
S32 PM Forward	2	9.5	0	0.0	2	9.5	8	38.1	9	42.9	21	100.0
S33 Value of S & R	0	0.0	5	7.8	9	14.1	25	39.1	25	39.1	64	100.0
S34 Value of S & A	3	4.8	3	4.8	11	17.5	23	36.5	23	36.5	63	100.0

Table C-3: Air Force vs. Army Mean Satisfaction Scores

	Air Force		Army		Total	
Item	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.19	107	4.21	155	4.20	262
S2 Manages Effectively	4.08	110	4.03	156	4.05	266
S3 Treats You as Team	4.36	109	4.35	157	4.35	266
S4 Resolves Your Concerns	4.13	110	4.08	157	4.10	267
S5 Timely Service	3.93	111	3.88	155	3.90	266
S6 Quality Product	4.24	107	4.14	156	4.18	264
S7 Reasonable Cost	3.89	104	3.62	151	3.73	254
S8 Flexibility	4.23	108	4.15	157	4.18	265
S9 Keeps You Informed	4.13	110	4.11	156	4.12	266
S10 Your Future Choice	4.02	107	4.03	152	4.03	259
S11 Overall Satisfaction	4.07	108	4.03	155	4.05	263
S12 Planning	4.18	40	3.99	79	4.06	119
S13 Studies (Non-Envir)	3.90	33	3.92	73	3.92	105
S14 Environmental Studies	4.17	26	4.12	79	4.13	105
S15 Environmental Compliance	4.30	25	4.21	72	4.24	97
S17 Real Estate	4.02	30	3.86	81	3.90	111
S18 Project Mgmt	4.17	88	4.05	127	4.10	216
S19 Project Doc's	4.32	47	3.97	86	4.10	133
S20 Funds Mgmt	3.95	70	3.91	107	3.92	177
S21 A/E Contracts	4.14	77	3.93	96	4.02	173
S22 Engineering Design	4.00	83	3.72	104	3.84	187
S23 Job Order Contracts	4.03	27	3.94	52	3.97	80
S24 Construction Quality	4.17	86	3.99	99	4.07	185
S25 Timely Construction	3.67	85	3.66	98	3.66	183
S26 Construction Turnover	4.12	82	3.75	87	3.93	169
S27 Warranty	3.96	66	3.63	75	3.78	141
S28 End-user Satisfaction	4.16	81	3.97	98	4.05	179
S29 Maintainability	4.20	71	3.85	82	4.01	153
S32 PM Forward	4.03	21	4.14	50	4.10	71
S33 S & R	4.09	64	4.00	107	4.04	171
S34 S & A	3.97	63	4.00	98	3.99	161

Note: Items for which statistically significant differences were found are shown in bold.

Table C-4: Mean Satisfaction Scores by Work Category FY04

Item	Construction		Environmental		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.15	72	4.76	15	3.93	20	4.19	107
S2 Manages Effectively	3.95	74	4.69	15	4.11	21	4.08	110
S3 Treats You as Team	4.26	73	4.82	15	4.37	21	4.36	109
S4 Resolves Your Concerns	3.96	74	4.93	15	4.18	21	4.13	110
S5 Timely Service	3.75	75	4.64	15	4.06	21	3.93	111
S6 Quality Product	4.15	72	4.72	15	4.23	20	4.24	107
S7 Reasonable Cost	3.76	72	4.56	15	3.85	17	3.89	104
S8 Flexibility	4.13	73	4.81	15	4.18	20	4.23	108
S9 Keeps You Informed	3.99	74	4.74	15	4.18	21	4.13	110
S10 Your Future Choice	3.91	72	4.57	15	4.02	20	4.02	107
S11 Overall Satisfaction	3.97	72	4.64	15	3.98	21	4.07	108
S18 Project Mgmt	4.05	65	4.76	13	4.19	11	4.17	88
S20 Funds Mgmt	3.74	48	4.78	13	3.85	8	3.95	70
S21 A/E Contracts	4.05	56	4.83	13	3.63	8	4.14	77
S33 S & R	4.03	55	4.25	2	4.59	6	4.09	64
S34 S & A	3.94	52	4.46	2	4.07	8	3.97	63

Note: Items for which statistically significant differences were found are shown in bold.

Table C-5: FY97-04 Responses by Division & Survey Year

DIVISION	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	Total
LRD	25	9	8	7	7	4	8	8	76
MVD	0	0	0	0	0	0	1	0	1
NAD	34	18	12	14	15	17	18	18	146
NWD	41	46	47	58	94	65	55	39	445
POD	26	20	20	22	27	15	23	35	188
SAD	46	31	29	22	21	26	18	34	227
SPD	27	24	33	32	9	23	14	15	177
SWD	22	16	23	22	23	33	30	39	208
Total	221	164	172	177	196	183	167	188	1468

Table C-6: FY97-04 Responses by District & Survey Year

DISTRICT	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	Total
LRL	25	9	8	7	7	4	7	8	75
LRP	0	0	0	0	0	0	1	0	1
MVR	0	0	0	0	0	0	1	0	1
NAB	2	4	2	1	0	1	1	1	12
NAN	6	1	2	3	5	3	3	8	31
NAO	9	8	3	3	6	5	4	3	41
NAP	2	3	1	1	0	0	0	0	7
NAE	0	0	0	1	2	5	4	3	15
NAU	15	2	4	5	2	3	6	3	40
NWK	2	2	4	1	4	2	3	2	20
NWO	16	16	18	40	49	43	38	26	246
NWS	23	28	25	17	41	20	14	11	179
POA	14	11	5	6	20	9	17	25	107
POF	3	1	5	5	1	2	2	2	21
POH	4	1	3	5	1	1	1	1	17
POJ	5	7	7	6	5	3	3	7	43
SAM	19	7	8	15	13	19	12	28	121
SAS	27	24	21	7	8	7	6	6	106
SPA	17	10	15	12	3	8	6	6	77
SPL	6	10	7	12	4	6	5	4	54
SPK	4	4	11	8	2	9	3	5	46
SPN	0	0	0	0	0	0	0	0	0
SWF	12	12	17	14	6	13	16	16	106
SWL	3	1	2	2	3	2	2	2	17
SWT	7	3	4	6	14	18	12	21	85
HQ	20	18	18	5	3	1	2	0	67
TAC	0	11	0	2	6	2	3	6	30
Total	241	193	190	184	205	186	172	194	1565

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